

REPUBLIC OF KENYA



REPORT

THE NATIONAL ASSEMBLY PAPERS LAID	
DATE: 03 MAR 2026	DAY: Tuesday
TABLED BY: Hon. Naomi Wago, MP Deputy Majority Whip	
CLERK-AT-THE-TABLE: Mado Atabo	

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ON

KENYA AIRPORTS AUTHORITY

FOR THE YEAR ENDED

30 JUNE, 2025





Kenya Airports Authority
"Setting our sights high"

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Kenya Airports Authority

Annual Report & Financial Statements

Year ended June 30, 2025



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ABBREVIATION & ACRONYMS



List of abbreviation and acronyms used in the annual report and financial statements.

AFD

AGENCE FRANCAISE DE DEVELOPMENT

AUC

ASSETS UNDER CONSTRUCTION

CSR

CORPORATE SOCIAL RESPONSIBILITY

IAS

INTERNATIONAL ACCOUNTING
STANDARDS

IFRS

INTERNATIONAL FINANCIAL
REPORTING STANDARDS

JKIA

JOMO KENYATTA INTERNATIONAL
AIRPORT

CAA

KENYA AIRPORTS AUTHORITY

MD

MANAGING DIRECTOR

MIA

MOI INTERNATIONAL AIRPORT

NT

NATIONAL TREASURY

PFM

PUBLIC FINANCE MANAGEMENT

PSASB

PUBLIC SECTOR ACCOUNTING STANDARDS
BOARD

2

KEY ENTITY INFORMATION

1. Background Information

Kenya Airports Authority is established by and derives its authority and accountability from Kenya Airports Authority Act Cap 395. The entity is wholly owned by the Government of Kenya and is domiciled in Kenya. The entity's principal activity is to develop, maintain, operate, improve and regulate all aerodromes and other related facilities in Kenya.

2. Principal Activities

The principal activities of Kenya Airports Authority are:

- i) To construct, operate and maintain aerodromes and other related facilities.
- ii) To construct or maintain aerodromes on an agency basis on the request of any Government department.
- iii) To provide such other amenities or facilities for passengers and other persons making use of the services or the facilities provided by the Authority.
- iv) Construct any other necessary or desirable works required for the purposes of the Authority;
- v) Control the construction and use of prescribed aerodromes.
- vi) Carry on any business that may be necessary or desirable for the purposes of the Authority and act as an agent for the Government in the provision of any agreed functions.
- vii) Acquire, construct, manufacture, maintain or repair any works, plants or apparatus necessary or desirable for the purposes of the Authority.
- viii) Determine, impose and levy rates, charges, dues or fees for any services performed by the Authority, or for use by any person of the facilities provided by the Authority, or for the grant to any person of a license, permit or certificate.



Kenya Airports Authority Vision Statement

To be Africa's Premier Gateway to the World



Mission Statement

To provide delightful consistent and seamless travel experience

The Core Values are:

- i) Customer Focus,
- ii) Team Spirit,
- iii) Integrity
- iv) Innovation

2. Key Entity Information



3. Directors

The Directors who served the entity during the year were as follows:

Hon. Caleb Kositany	Chairman (Appointed on 17th March 2023)
Mr. Nicholas E. Bodo	Ag. Managing Director/CEO (Appointed on 31st December, 2024 to 30th June 2025)
Mr Henry Ogoye	Ag. Managing Director/CEO (Appointed August, 2023 to 31st December, 2024)
Ms. Serah Kimani	Director
Mr. George Ngugi	Director
Dr. Rebecca Lomong	Director
Eng. Walter Ogola	Director
Maj. Rtd Iltasayon Neepe	Director
Mr. Mohamed Dhagar	Director Principal Secretary Ministry of Roads & Transport
Ms. Teresiah Mbaika, CBS	Director Principal Secretary Ministry of Roads & Transport State Department for Aviation and Aerospace Development
Dr. Chris Kiptoo	Director Principal Secretary National Treasury
Dr. Raymond Omollo	Director Principal Secretary State Department for Internal Security and National Administration

2. Key Entity Information



Alternate Directors

CPA Edward Wamweya

Alternate Director
Principal Secretary
National Treasury

Mr. Kodeck Makori

Alternate Director
Principal Secretary
State Department for Internal Security and National
Administration

Eng. Fred Kabunge

Alternate Director
Principal Secretary
State Department for Aviation and Aerospace
Development

Dr. Duncan Hunda

Alternate Director
Principal Secretary
State Department for Transport

Mr. Isaac Odek

Representative
Inspectorate of State Corporations

Mr. James Warui

Representative
Inspectorate of State Corporations



4. Corporation Secretary

Ms. Frida Mbugua

Airport North Road
P. O. Box 19001-00501 NAIROBI



5. Registered Office

Kenya Airports Authority- Headquarters Airport North Road
P. O. Box 19001-00501
Nairobi, KENYA

2. Key Entity Information



6. Headquarters

Kenya Airports Authority- Headquarters Airport North Road
P. O. Box 19001-00501
Nairobi, KENYA



7. Corporate Contacts

Tel: +254-020-6822111/6611000/6612000
Mobile: +254 722 205 061/2/3/4/5/6/7/8
Email: talk2us@kaa.go.ke, info@kaa.go.ke
Website: www.kaa.go.ke



8. Branch Network

i) Jomo Kenyatta International Airport

P. O. Box 19087-00501
NAIROBI
Tel: +254-020-6822111/6611000/6612000
Mobile: +254 722 205 061/2/3/4/5/6/7/8

ii) Moi International Airport

P. O. Box 93904-80115
MOMBASA
Tel: +254-041-3433211
Mobile: +254 726318515/6/7, 727417791

iii) Eldoret International Airport

P. O. Box 2323
ELDORET
Tel: +254-053-2061299/ 2063377/ 2063844
Mobile: +254 712-452170, 712-452172,
712-452174

iv) Kisumu International Airport

P. O. Box 13
KISUMU
Tel: +254- (057)2531186/2524399
Mobile: +254 728 765349/728 765360/1

v) Wilson Airport

P. O. Box 19005
NAIROBI
Tel: +254-020-501941/2/3
Mobile: +254 724256837, 724255343

vi) Lokichoggio Airport

P. O. Box 88 LOKICHOGIO
Tel: +254-054-32266/32441

vii) Malindi Airport

P. O. Box 67
M ALINDI
Tel: + 254-042-2131201/2131931
Mobile: +254 710230386, 710261550,
738231201

Viii) Kitale Airstrip

P. O. Box 1718 KITALE
Tel: +254-054- 31017

2. Key Entity Information

ix) Wajir Airport

P. O. Box 512
WAJIR
Tel: + 254-046-421019/421362

x) Ukunda Airstrip

P. O. Box 139
KWALE
Tel: + 254-040-3202126/3203246

xi) Manda Airstrip

P. O. Box 167
L AMU
Tel: +254-042-633018

xii) Lodwar Airstrip

Tel + 254 708081418
LODWAR

xiii) Eldoret Airstrip

C/o P.O. Box 19001 - 00501,
Nairobi, Kenya.

xiv) Isiolo Airport

Tel + 254 703482571 P.O. Box 817 - 60300
ISIOLO

xv) Nanyuki Airstrip

P. O. Box 1436- 10400
NANYUKI

xvi) Kabunde Airstrip

P. O Box 887
HOMABAY

xvii) Migori Airstrip

C/o P.O. Box 19001 - 00501,
Nairobi, Kenya.

xviii) Garissa Airstrip

C/o P.O. Box 19001 - 00501,
Nairobi, Kenya.

xix) Kakamega Airstrip

C/o P.O. Box 19001 - 00501,
Nairobi, Kenya.

xx) Nyaribo Airstrip

C/o P.O. Box 19001 - 00501,
Nairobi, Kenya.



9. Corporate Bankers

i) Absa Bank Kenya Plc

Enterprise Road Branch
P. O. Box 18060-Nairobi
NAIROBI
Tel: +254 -020-530700-1

ii) Citibank N.A

Upper Hill Branch
P.O Box 30711-00100 NAIROBI
Tel: +254 -020-2754800

iii) Kenya Commercial Bank

Moi Avenue Branch
P.O. Box 48400-00100 NAIROBI
Tel: +254-020-327000

iv) National Bank of Kenya Limited

Jomo Kenyatta International Airport Branch
P. O. Box 19230-00501-GPO Nairobi, Kenya
Tel: +254-020-827286, 0710-223623

v) Standard Chartered Bank of Kenya Limited

Kenyatta Avenue Branch
P.O. Box 30001-00100
NAIROBI.
Tel: +254-020-329400

v) Equity Bank Limited

Equity Centre,
P.O Box 75104-00200
Nairobi, Kenya
Tel: +254-020-226200

2. Key Entity Information

vi) NCBA Bank Limited

NIC House, Masaba Road,
P.O Box 44599-00100
Nairobi, Kenya
Tel: +254-020-2888217

vii) Family Bank Limited

Family Bank Towers-Corporate Branch
P.O. Box 74145-00200
NAIROBI
Tel: +254 -020-318173

ix) Co-operative Bank of Kenya

Co-operative House
P.O. Box 44805-00100 NAIROBI
Tel: +254 020 3276000
Tel: +254 711 058000

x) Stanbic Bank Kenya

Stanbic Bank Center
P.O. Box 30550-00100 NAIROBI
Tel: +254 020 3268888

xi) Sidian Bank Kenya

K-Rep Center, Kilimani
P.O. Box 25363-00603 NAIROBI
Tel: +254 711 058000



10. Independent Auditors

Auditor-General

The Office of the Auditor General Anniversary Towers, University Way
P. O. Box 30084-00100
Nairobi, KENYA



11. Principal Legal Advisers

The Attorney General

State Law Office and Department of Justice Harambee Avenue
P.O. Box 40112
City Square 00200
Nairobi, Kenya



3

THE BOARD OF DIRECTORS

3. The Board of Directors



Hon. Caleb Kositany

Chairman (Appointed on 17th March 2023)

Date of Birth: 1967

Bachelor of Commerce- Inoorero University
Former Member of Parliament- Soy Constituency
Previously served as Director- Kenya Pipeline Company
Former -Board Member- Lands Tribunal Board



Mr. Nicholas Bodo

Ag. Managing Director/ CEO (Left on 30th June 2025)

Date of Birth: 1967

Bachelor of Arts degree from Osmania University, India.
Master of Business Administration (Laikipia University)
Certified Public Secretary (K)
Graduate Diploma in Aviation Management from the
National University of Singapore and the Singapore
Aviation Academy,
Certificate in Air Law from the Egyptian Aviation Academy.



Mr. Henry Ogoye

Ag. Managing Director/ CEO (Left on 31st December 2024)

Date of Birth: 1967

Master of Business Administration Finance and
MA(Economics),
Bachelor of Arts (Mathematics and Economics),
Diploma Financial Management
Chairman, Karen South Welfare Association
Director, Airports Sacco Limited

3. The Board of Directors



Mohamed Dhagar

**Director
Principal Secretary,
State Department for Transport**

Date of Birth: 1985

BA, International relations USIU
Master in peace, Conflict and Development studies-
Universitat Jaume I, Spain
Wealth of experience in safety and security matters.



Ms. Teresiah Mbaika, CBS

**Director
Principal Secretary,
State Department for Aviation and Aerospace Development**

Date of Birth: 1985

Master of Science Degree in Health Economics and Policy
from University of Nairobi.
Bachelor of Science Degree in Environmental Health from
Kenyatta University.



Dr. Raymond Omollo

**Director
Principal
State Department for Internal Security and National
Administration**

Date of Birth: 1979

(PhD) in Applied Statistics from Maseno University,
BSC degree in Statistics and a Master's of Science in Applied
Statistics from UON
Biostatistics and Epidemiology scholarship awardee from the
University of Washington based Seattle, USA.

3. The Board of Directors



Dr. Chris Kiptoo (CBS)

**Director
Principal Secretary,
National Treasury**

Date of Birth: 1967

Doctor of Philosophy Degree (PhD) in Finance (International Macroeconomics Finance specialization) from The Nairobi University, as well as a Master of Science (Ag. Economics) and Bachelor of Science (Ag. Economics) degree from Egerton University.

He is also an Accredited Fellow in Macroeconomic Management Macroeconomic & Financial Management Institute of Eastern & Southern Africa (MEFMI).



Mr. George Ngugi

Independent Director (Appointed on 5th April, 2023)

Date of Birth: 1975

Chair Audit Committee of the Board

Bachelor of Business (Hons) in Business Administration. (Limkokwing University of Creative Technology, Malaysia)

MBA, University of South Wales (UK)

Managing Partner, Manpower Group Limited

Senior Associate at Niwali Consult Limited (Uganda)

Head of SME faculty and the lead trainer in the business stream at Timeless Women of Wonder Africa (TWOW).

Member of Professional Risk Managers Independent Assessors PRMIA, USA.

3. The Board of Directors



Eng. Walter Ogola

Independent Director (Appointed on 5th April, 2023)

Date of Birth: 1980

Chair Technical Committee of the Board

Bachelor of Science Civil Engineering -University of Nairobi

Director- Civil Infrastructure at Girder Associates Ltd

Registered Consulting Engineer, Engineers' Board of Kenya

Corporate Member, Institution of Engineers of Kenya.



Ms. Serah Kimani

Independent Director (Appointed on 5th April, 2023)

Date of Birth: 1975

Chair Finance and Strategy Committee of the Board

LL.M. in International Business Law, American University in Washington, D.C.

LL.M. in International Trade and Investment Law in Africa, University of Pretoria, South Africa

LL.B. in Bachelor of Laws, University of Nairobi

Advocate of High Court



Dr. Rebecca Lomong

Independent Director (Appointed on 5th April, 2023)

Date of Birth: 1983

Chair Human Resource Committee of the Board

PhD (Gender & Development Studies),

Masters of Philosophy (Development studies)

BEd(Science)

Higher Diploma KNEC (Human Resource and Entrepreneurship Development).

Member of Institute of Human Resource Management

Associate Member of Kenya Institute of Management

Member of Teachers Service Commission

3. The Board of Directors



Maj. Rtd Ilhasayon Neepe

Independent Director (Appointed on 5th July, 2022)

Date of Birth: 1972

Master's Degree in Armed Conflict and Peace Studies
(Ongoing)

Degree in Business Development – Mt. Kenya University.

Diploma in Armed Conflict and Peace Studies



CPA. Edward Wamweya

Alternate Director

The National Treasury

Date of Birth: 1984

Master of Business Administration (Finance Option)

Bachelor of Commerce (Finance option)

Certified Public Accountant (K).

Certified Investment and Financial Analyst (K).

Member of ICPAK and ICIFA

Currently working for Government Investment and Public
Enterprise Department at the National Treasury.



Eng. Fredrick Kabunge

Alternate Director

State Department for Aviation and Aerospace Development

Date of Birth: 1979

Bachelor of Arts – Political Science and Public Administration
(UON) – (Ongoing)

Masters of Science (Aviation Safety Management),
City University, London

Director HAZINA SACCO SOCIETY LTD Licensed Aircraft
Maintenance Engineer Diploma Aeronautical Engineering.

3. The Board of Directors



Dr. Duncan Hunda

**Alternate Director
State Department for Transport**

Date of Birth: 1969

Certified Public Accountant and a Member of ICPAK.
Doctorate Degree (PhD) in Finance from SMC
University, Switzerland, Master of Arts in International
Finance from North London University, UK,
Bachelor's Degree in Economics and Statistics from
University of Nairobi.
Currently serving as Secretary, Transport Policy,
Planning, Finance and Coordination of State
Corporations in the State Department of Transport.



Mr. Kodeck Makori

**Alternate Director
State Department for Internal Security and National
Administration**

Date of Birth: 1971

Bachelor of Arts Degree Kenyatta University
MA in International Studies, University of Nairobi.



Ms. Frida Mbugua

Corporation Secretary (Joined on 1st May 2024)

Date of Birth: 1984

Masters Of Arts – International studies
Bachelor of Laws- (LLB)
High Diploma in Human Resource Management (IHRM)
Certified Public Secretary (K)
Advocate of High Court, Commissioner for Oaths,
Notary Public
Member of institute of Certified Public Secretaries of
Kenya.



4 | KEY MANAGEMENT TEAM

Ms. Teresiah Mbaika, CBS
Director Principal Secretary, State Department for Aviation
and Aerospace Development

4. Key Management Team



Mr. Nicholas Bodo

Ag. Managing Director/ CEO (Left on 30th June 2025)

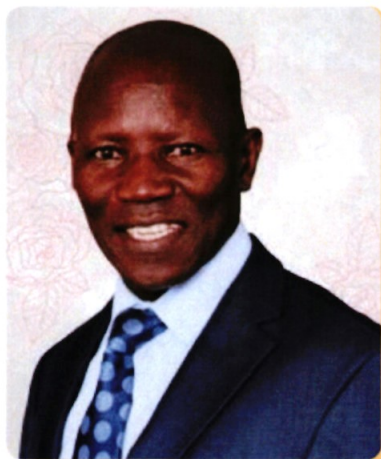
Bachelor of Arts degree from Osmania University, India.
Master of Business Administration (Laikipia University)
Certified Public Secretary (K)
Graduate Diploma in Aviation Management from the National University of Singapore and the Singapore Aviation Academy,
Certificate in Air Law from the Egyptian Aviation Academy.



CPA Dr. Mohamud M Gedi

General Manager, Finance (Appointed Ag. Managing Director 1st July 2025)

Doctor of Philosophy (Management and Leadership) Executive Masters in Business Administration Masters in Project Planning and Management
Bachelor of Commerce, Accounting Option
Certified Public Accountant (K),
Member of Institute of Certified Public Accountants of Kenya.
Member of Institute of Internal Auditors (IIA)



Mr. Henry Ogoye

Ag. Managing Director/ CEO (Left on 31st December 2024)

Master of Business Administration Finance and MA(Economics),
Bachelor of Arts (Mathematics and Economics),
Diploma Financial Management
Chairman, Karen South Welfare Association
Director, Airports Sacco Limited

4. Key Management Team



CPA Dr. Mohamud M Gedi

General Manager, Finance

Doctor of Philosophy (Management and Leadership) Executive Masters in Business Administration Masters in Project Planning and Management

Bachelor of Commerce, Accounting Option

Certified Public Accountant (K),

Member of Institute of Certified Public Accountants of Kenya.

Member of Institute of Internal Auditors (IIA)



Ms. Frida Mbugua

Corporation Secretary (Joined on 1st May 2024)

Masters Of Arts – International studies

Bachelor of Laws- (LLB)

High Diploma in Human Resource Management (IHRM)

Certified Public Secretary (K)

Advocate of High Court, Commissioner for Oaths,

Notary Public

Member of institute of Certified Public Secretaries of Kenya.



CPA Kassaine Ole Pertet

General Manager, Information and Communication Technology

Master of Business Administration (Finance),

Bachelor's Degree in Mathematics,

Certified Public Accountant (K),

Member of Institute of Certified Public Accountants of Kenya

4. Key Management Team



CPA Samson Kimilu

General Manager Risk Management & Internal Audit

Master of Business Administration Strategic Management and Finance

Bachelor of Science in Business Administration,

Certified Public Accountant (K),

International Airport Professional (IAP),

Member of Institute of Certified Public Accountants of Kenya

Member of Association of Airport Internal Auditors (AAIA)

Member of Institute of Internal Auditors (IIA))



Mr. Harrison Machio

General Manager Safety and Operations (Left on January 1st 2025)

Master of Business Administration (Aviation).

BA Hons. (Political Science & Linguistics)

International Airport Professional (IAP)



Ms. Dokers Chemo

**Ag. General Manager Safety & Operations
(Appointed on 1st February, 2025)**

Master of Sociology

BA Hons (Economics & Sociology)

International Airport Professional (IAP)

4. Key Management Team



Mr. Antony Muriithi Njagi

General Manager Human Resource & Development

Master of Business Administration (Human Resource)
Bachelor of Arts,
Higher National Diploma – Human Resource.



Joseph Okumu

General Manager Security Services

PhD Student

Master of Business Administration (Aviation)
Bachelor of Arts (Hons)
International Airport Professional (IAP)



Mr. Abraham Kipruto

General Manager Marketing and Business Development

Master in Strategic Management
Bachelor of Business Management (Banking & Finance)
Member of Kenya Institute of Management. (KIM)

4. Key Management Team



Eng. Meshack Ochieng

General Manager Projects & Engineering Services

PHD in Transportation Engineering
Master In Transportation Engineering
BSC – Civil Engineering
Consulting Engineer – Engineers Board of Kenya



Mr. Vincent C Korir

General Manager Procurement & Logistics

Master of Business Administration (Finance)
Bachelor of Science Electrical & Electronic Engineering
Professional Diploma CIPS (UK)
Member of Kenya Institute of Supplies Management (KISM)
Member Chartered Institute of Procurement & Supply (CIPS),
UK



Mr. Matias Adasa

**Ag. Head of Corporate Planning
(upto 31st December 2024)**

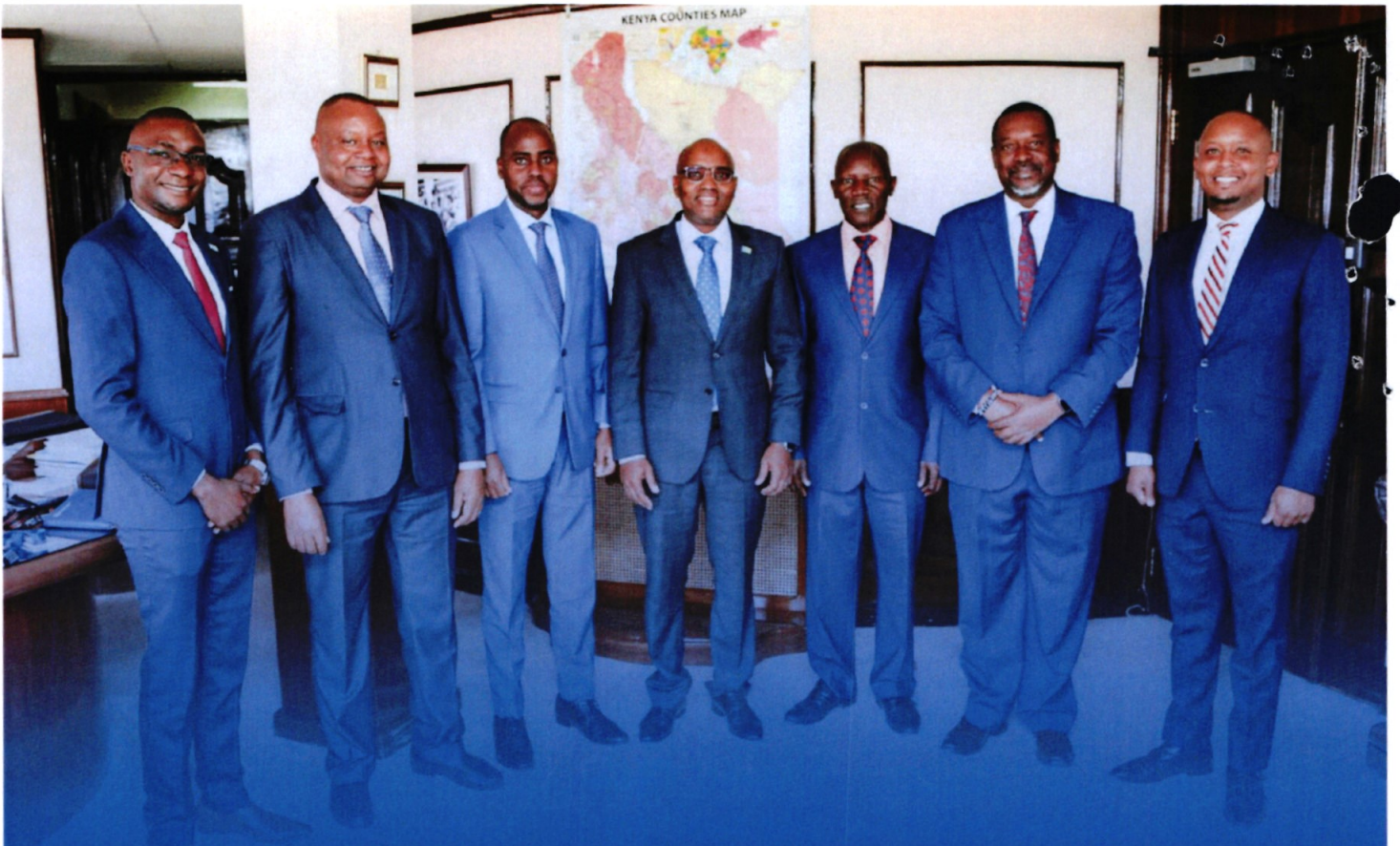
MSc, Enterprise Development
MBA – Business Intelligence & Analytics – ongoing
Bed Hons. Economics, Accounting & ICT
Certificate in Intelligence Management
Certified Monitoring & Evaluation Specialist
Member of Kenya Association of Project Manager (KAPM)

5

FIDUCIARY MANAGEMENT

The key management personnel who held office during the financial year ended 30th June 2025 and who had direct fiduciary responsibility were:

Last Name	First Name	Middle Name	Position
Bodo	Nicholas	Otieno	Ag. Managing Director/CEO
Mbugua	Frida	Waithera	Corporation Secretary/Chief Legal Officer General Manager Corporate Planning & Strategy
Ogoye	Henry	Kowero	General Manager Risk Management & Internal Audit
Kimilu	Samson	Henry	General Manager, Security Services
Okumu	Joseph	Odippo	General Manager Info. & Communication Technology
Pertet	Robert	Kasaine	General Manager, Human Resource Development
Njagi	Anthony	Muriithi	General Manager, Procurement & Logistics
Vincent	Cheruiyot	Korir	General Manager Marketing & Business Development
Kiprutto	Abraham	Kipkoech	General Manager Projects & Engineering Services
Otwaro	Meshack	Ochieng	General Manager Finance
Gedi	Mohamud	Mohamed	Ag. General Manager Operations & Safety
Kiptoo	Dokers	Chemo	Airport Manager JKIA
Koros	Rosemary	Chebet	Regional Airport Manager, Coast Region
Gogo	Abel	Chigunda	Regional Airport Manager, Northern Region
Gor	Selina	Atieno	Regional Airport Manager North Rift Region
Kionga	Charles	Korobo	Regional Airport Manager Western Region
Oseko	Naphtali	Sawe	Ag. Regional Airport Manager Western Region



6

FIDUCIARY OVERSIGHT ARRANGEMENT



Duty of Care

The fiduciary must use due diligence to obtain thorough information before making decisions that could impact the Authority



Duty of Loyalty

The fiduciary must work in the Authority's interest, not their own. This includes avoiding conflicts of interest and being transparent with the Authority.



Duty of Confidentiality

The fiduciary must not use any non-public or personal information about the Authority for their own personal gain.



Duty of Good Faith

The fiduciary must act within the law and in the Authority's best interest.

7

CHAIRMAN'S STATEMENT



“We modernized passenger systems at Jomo Kenyatta International Airport (JKIA) and Moi International Airport, introducing biometric verification and digital queuing to reduce wait times via CUTE system.”



Over 65,000 Trees planted across our airport precincts from Eldoret to Wajir, Malindi to Kitale.



Level 3 Optimisation achievement in the Airport Carbon Accreditation programme across JKIA, MIA, KIA and Wilson airport.

“It is both an honor and a privilege to present to you the Kenya Airports Authority’s Annual Report for the financial year 2024/2025. This marks my second year as Chairman of the Board, having been appointed in March 2023. Over this period, I have been consistently inspired by the dedication of our staff, the strength of our partnerships, and the growing role KAA plays in Kenya’s economic and regional connectivity ambitions. Together, we have remained focused on purposeful progress modernizing infrastructure, improving service delivery, and positioning Kenya as a reliable, sustainable aviation gateway for Africa and beyond.

The past year was one of momentum, transformation, and quiet confidence. The global aviation sector moved beyond recovery and into reinvention. Passengers returned not just in numbers, but with higher expectations. Technology evolved faster. Climate concerns became impossible to ignore. And across Africa, the promise of greater connectivity began to take flight.

By mid-2025, global air traffic had reached 94% of pre-pandemic levels, led by strong international demand. In Africa, passenger traffic grew by nearly 20% year on year fueled by returning diaspora, expanding trade, and a growing appetite for regional travel. East Africa’s major hubs Nairobi, Addis Ababa, Kigali, Entebbe are no longer just stopovers; they are becoming destinations in their own right, with new routes, expanded terminals, and rising ambitions.

This regional energy has been a catalyst for us. At KAA, we didn’t just ride the wave, we helped shape it. Guided by our Strategic Plan 2023–2027, we focused on four clear priorities: growing our business, improving operations, caring for the environment, and investing in our people.

We modernized passenger systems at Jomo Kenyatta International Airport (JKIA) and Moi International Airport, introducing biometric verification and digital queuing to reduce wait times via CUTE system. We upgraded airfield lighting and navigation aids to enhance safety, especially during low-visibility conditions. Our cargo terminals saw increased throughput, supporting exporters and importers with faster, more reliable handling.

8. Chairman's Statement

We also advanced our ERP system rollout a behind-the-scenes but vital step toward seamless operations and real-time decision-making. These may not be flashy projects, but they are the backbone of a modern airport authority.

On sustainability, we made real progress. All four of our international airports JKIA, Moi, Kisumu, and Wilson achieved Level 3 (Optimisation) in the Airport Carbon Accreditation programme. This isn't just a badge; it reflects real changes: energy-efficient terminals, solar installations, waste reduction, and better fleet management.

We also took our responsibility to the planet seriously beyond the tarmac. As part of the national tree-growing campaign, KAA staff and partners planted over 65,000 trees across our airport precincts from Eldoret to Wajir, Malindi to Kitale. These aren't just trees. They're a promise: that growth doesn't have to come at the cost of our environment. Governance remained central to everything we do. This year, we conducted a comprehensive governance audit aligned with the Mwongozo Code, strengthened our risk management framework, and deepened collaboration with the Auditor-General, KCAA, and development partners. We believe that public institutions must be accountable, transparent, and efficient not because it's required, but because it's right.

And none of this happens without people. The aviation world is changing fast automation, cybersecurity, ESG standards, smart infrastructure. To keep pace, we must grow our own talent. That's why the planned Aviation Training Academy in Eldoret is so important. It's not just a building; it's a long-term investment in Kenya's aviation future training engineers, air traffic controllers, security experts, and leaders for the region.

Throughout the year, we stayed close to our stakeholders' airlines, passengers, county governments, local communities. We held stakeholder forums, listened to feedback, and adjusted where needed. Because at the end of the day, airports aren't just concrete and steel. They're about people connecting families, enabling business, opening doors.

As I reflect on the year, I'm proud of what we've achieved not through grand gestures, but through steady, purposeful work. We've positioned Kenya not just as a stopover, but as a gateway a reliable, modern, sustainable hub for Africa and the world.

To our dedicated staff, thank you. To our partners in government and industry, thank you. To the travelling public who trust us with your journeys thank you. Your confidence drives us forward.

The sky is no longer the limit. It's our shared responsibility. And together, we will keep building an aviation future that lifts not just planes, but people and communities.

With gratitude,"



Hon Caleb K. Kositany

Chairman of the Board



8

REPORT OF THE CHIEF EXECUTIVE OFFICER



12.95 Million Passengers Handled

during the year: 6.67 million international, 5.68 million domestics and over 600,000 transit passengers representing a 2.3% increase in total passenger volume.



Ksh. 21.91 Billion Revenue

4.16% decrease from last year's Ksh. 22.86 Billion.

Decrease driven by a reduction in non-operating income.

8. Report of the Chief Executive Officer



“As I reflect on the 2024/2025 financial year, one word stands out: resilience.

We operated in a complex environment inflationary pressure, currency fluctuations, and rising operational costs. At the same time, global air travel continued its recovery, passenger confidence grew, and regional connectivity strengthened. Against this backdrop, KAA held firm. We delivered essential services, maintained safety and efficiency, and safeguarded public infrastructure all while managing a tight financial reality.

Let me be clear, this was not a year of record-breaking revenue or dramatic expansion. It was a year of prudent stewardship, operational consistency, and long-term investment laying the foundation for sustainable growth in the years ahead.

Our Financial Performance: Discipline Amidst Pressure

Our total revenue for the year amounted to Kshs. 21.91 billion, slightly down from Kshs. 22.86 billion in 2023/24. This decrease was driven by a reduction in non-operating income, including lower amortisation income and fewer one-off gains. Operating revenue stood at Kshs. 20.85 billion, compared to Kshs. 21.94 billion the previous year. Measures to reduce the impact of delayed commercial leasing, reduced aeronautical tariffs in certain segments, and cost containment measures across our business units commenced to reverse this and is ongoing.

On the expenditure side, we exercised strong fiscal discipline. Total operating expenses were Kshs. 17.13 billion, a manageable increase from the prior year, despite rising energy and maintenance costs. This focus on cost control helped us deliver an operating profit of Kshs. 4.78 billion a solid performance given the constraints but lower as compared to Kshs. 7.45 billion in the previous year. While lower, this result reflects a cleaner, more sustainable earnings base one less reliant on exceptional items and more aligned with core operational performance.

We remain financially sound, with strong cash reserves and a balanced approach to investment and debt management. Our financial health is not measured by a single year's profit, but by our ability to deliver consistent, reliable service to the nation year after year.

Passenger Traffic: Recovery in Motion

We handled 12.95 million passengers during the year 6.67 million international, 5.68 million domestics, and over 600,000 transit passengers. This represents a 2.3% increase in total passenger volume, a clear sign that confidence in air travel is returning.

Aircraft movements reached 305,192, up 4% from the

previous year, driven by increased frequencies from local carriers, growth in general aviation, and expanded training operations at our regional airports.

Cargo throughput hit 403,922 tonnes, supported by strong demand for horticultural exports, pharmaceuticals, and e-commerce logistics. This underscores Kenya's growing role as a regional trade and logistics hub.

These numbers matter. They represent families reuniting, businesses expanding, and tourists discovering our country. Every flight, every passenger, every tonne of cargo — it's all part of Kenya's economic heartbeat.

Service That Works: Modernisation with Purpose

This year marked one full year since the re-commissioning of Terminals 1B and 1C at Jomo Kenyatta International Airport (JKIA). The impact has been tangible: smoother passenger flow, reduced congestion, and improved processing times. Feedback from travelers and airlines has been positive and we're not stopping there.

We've rolled out smart queue systems, expanded self-service kiosks, and enhanced surveillance and crowd monitoring technologies. These aren't just tech upgrades they're about dignity, efficiency, and reducing stress at every touchpoint.

Beyond Nairobi, we advanced critical upgrades at Eldoret, Ukunda, Lodwar, and Kabunde, improving runway safety, navigational aids, and terminal facilities. These airports may be smaller, but they are vital connecting remote communities, supporting emergency services, and enabling regional development.

8. Report of the Chief Executive Officer

Building the Future:

Skills, Sustainability, and Smart Infrastructure

The KAA Aviation Training Academy in Eldoret is progressing steadily. This will be a regional centre of excellence, training the next generation of engineers, air traffic controllers, security personnel, and airport managers. It's a long-term investment in human capital — for Kenya, and for East Africa.

Sustainability remains a core commitment. We retained Level 3 (Optimisation) Airport Carbon Accreditation at all four of our international airports — JKIA, Moi, Wilson, and Kisumu. This means we are actively measuring, managing, and reducing our carbon footprint through energy efficiency, fleet modernization, and waste reduction.

We completed solar feasibility studies at three major airports — a critical step toward large-scale renewable energy adoption. And across our network, we planted over 65,000 trees as part of the national 15-billion-tree campaign, restoring green spaces and supporting climate resilience.

Digitally, we continue to modernize. Our Enterprise Resource Planning (ERP) system rollout is advancing, bringing greater transparency and efficiency to finance, procurement, and asset management. Cybersecurity has been strengthened, and data governance embedded across departments.

Governance and Accountability

We strengthened our Enterprise Risk Management framework, now explicitly addressing climate risk, cybersecurity, and financial volatility. Internal controls were tightened, procurement processes enhanced, and collaboration with the Auditor-General's office deepened. We know that as a state corporation, we are held to a higher standard. And we accept that responsibility with seriousness and humility.

Our People, Our Partners, Our Purpose

To our staff across runways, terminals, control rooms, and offices thank you. Your dedication, especially during peak seasons and operational challenges, made this year possible.

To our airlines, cargo operators, and business partners: your collaboration is essential. We've improved stakeholder forums, listened more, and responded faster.

To the communities around our airports: through our "Wings to Land" CSR initiative, we supported education, healthcare, and youth empowerment because airports belong to the people they serve.

Looking Ahead

The future of African aviation is bright. IATA projects that air traffic could double in the next 15 years. With AfCFTA unlocking regional trade, and Kenya positioning itself as a logistics and tourism hub, the opportunity is real.

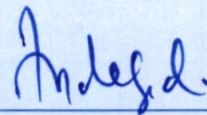
Our priorities for 2025/26 are clear:

- i. Stabilise and grow revenue through improved commercial leasing, hospitality, and logistics services
- ii. Accelerate infrastructure projects aligned with Vision 2030 and BETA
- iii. Scale up smart, green airports — integrating biometrics, AI-driven operations, and renewable energy
- iv. Launch the Aviation Training Academy as a regional skills hub

We are not just managing terminals and runways. We are building Kenya's gateway to Africa and the world.

To the Board, to our partners in government, to our passengers, and to every KAA employee — thank you. Your trust, your work, your belief in this institution is what drives us forward.

The skies are open. The future is bright. And KAA is ready."



Dr. Mohamud M. Gedi
Ag. MANAGING DIRECTOR/CEO



Looking Ahead



Grow Revenue



Accelerate Infrastructure projects



Scale up smart, green airports



Launch aviation academy

9

STATEMENT OF PERFORMANCE AGAINST PREDETERMINED OBJECTIVES FOR FY 2024/2025

Kenya Airports Authority has four (4) strategic pillars within the current Strategic Plan for the FY 2022/23 - FY 2026/27. These strategic pillars/ themes/ issues are as follows: -



**Business
Growth**



**Operational
Excellence**



**Environmental
Stewardship**



**Talent
Management**

Kenya Airports Authority developed its annual work plans based on the above 4 strategic pillars. Assessment of the Board's performance against its annual work plan is done on a quarterly basis and productivity index by NPCC done annually. The Authority achieved its performance targets set for the FY 24/25 period for its five strategic pillars, as indicated in the diagram below: -

Strategic Pillar	Objective	Key Performance Indicators	Activities	Achievements
a) Business Growth	Process 416,000 flights, 14.1M passengers and 505M Kg of cargo	Flights and passenger numbers and numbers and cargo volumes processed in aerodomes	Traffic Development infrastructure upgrade and Customer Experience	305.193 flights, 12.9 million passengers and 403.9 million kg of cargo: Closure of Kakamega airstrip for repairs, consolidation of passenger into high-capacity aircraft by airlines and delays in project completion at Lokichoggio, Angama, Lanet and Nanyuki
	Optimize revenue growth to Ksh. 22.8 billion	Aeronautical and Non-Aeronautical Revenue	Traffic Development, commercial initiatives & debt collection	Ksh. 21.9 billion Unfavorable exchange rate on aero steam Under performance in the following non-aero products

9. Statement of Performance against Predetermined Objectives for FY 2024/2025

Kenya Airports Authority has four (4) strategic pillars within the current Strategic Plan for the FY 2022/23 - FY 2026/27. These strategic pillars/ themes/ issues are as follows: -



**Business
Growth**



**Operational
Excellence**

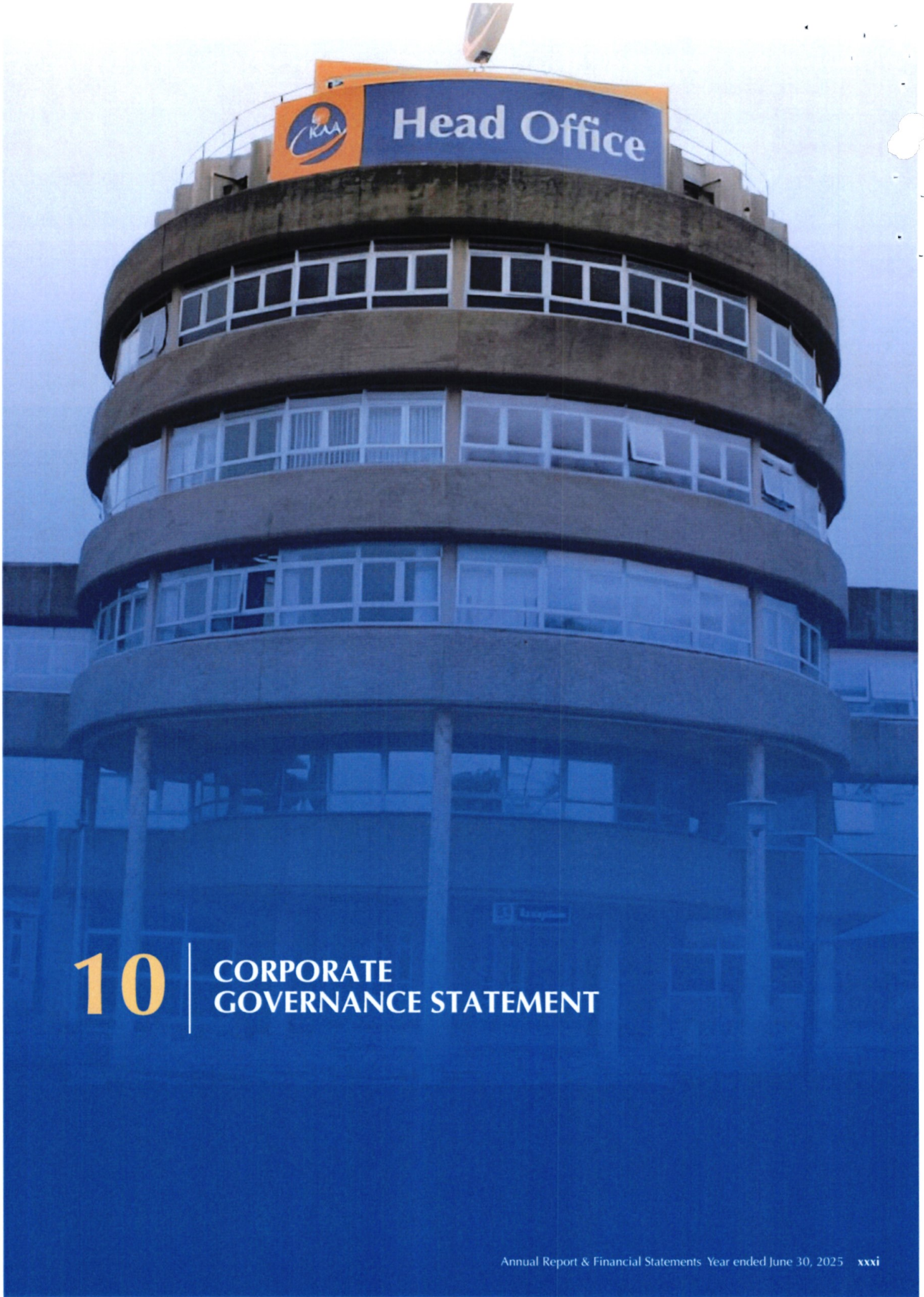


**Environmental
Stewardship**



**Talent
Management**

Strategic Pillar	Objective	Key Performance Indicators	Activities	Achievements
b) Operation Excellence	Attain customer approval rating of 4.20	Customer Satisfaction Index	Operation Efficiency and Service Excellence	Achieved 3.85 due to general maintenance concerns on equipment and building in aerodomes
	Enhance Operation Efficiency	Terminal, Airside and Landside Capacity, Safety and Security Performance and Service Standards	Network growth Capacity availability, enhanced safety and security performance and service improvement	Implemented connectivity and capacity improvement projects at JKIA, EIA and ongoing works at Ukunda, Malindi, Nanyuki, Lanet and a number of public airstrips
c) Environmental Stewardship	Reduce carbon emission by 1682 tons equivalent to 18% of the mapped emission amount	Green initiative Airport Carbon Accreditation	Pursue carbon neutrality realization program	Carbon Accreditation Level 3 at 100% and airport solar program at various aerodomes
d) Talent Management	Attain an average labor productivity index of 1.02	Annual corporate performance and productivity Index	Implement corporate performance targets for 100% Performance	Corporate performance score reached 99.4%



10

CORPORATE
GOVERNANCE STATEMENT

10. Corporate Governance Statement

The Kenya Airports Authority Board of Directors provide policy guidance on the overall well-being of the organization in meeting its legal mandate. To this end, the Board of Directors oversees the Authority's activities with respect to strategic direction, infrastructure development, operational efficiency and adherence to sound governance principles. The KAA Board of Directors is committed to implementing and adhering to good governance and best practice.

Board Membership

The Board is made up of ten members. Six of these members are independent directors, among them the Chair who is appointed by the President through a gazette notice. The independent Directors are appointed by the Cabinet Secretary in charge of Roads and Transport. The appointment is guided by reference to expertise in civil aviation, aerodromes management, operation, commerce, industry, finance or administration generally. The independent directors are appointed for a renewable term of three years or for a shorter period as may be specified in the notice. The appointments are made at different times to vary the expiry dates. Discharge is provided for under Section 6(2) of the State Corporations Act (Cap 446). The powers and duties of the Board are stipulated in Part III, Sections 8 and 10 of the Kenya Airports Authority Act,

The remaining Board members include Principal Secretaries in the State Department for Transport, National Treasury and State Department for Interior & Citizen Services, alongside the Managing Director. Substantive members from the Government as above have alternates who attend Board meetings on their behalf whenever they are unable to attend. These alternates are deemed, for all purposes and intent, to be Board members. The Corporation Secretary provides secretarial services to the Board. Other than the Managing Director, the other Board members are non- executive.

Role of the Board as per the Kenya Airports Authority Act is hereunder;

- i) Provide by means of undertakings of the Authority, a co-ordinated system of aerodromes and facilities relating thereto;
- ii) Administer, control and manage aerodromes and any other property vested in it under this Act;
- iii) Provide, develop and maintain such services and facilities as a reinsits opinion necessary or desirable for the efficient operation of aircraft, excluding air navigational aids other than visual aids to navigation except with the consent of the Minister;
- iv) Provide rescue and firefighting equipment and services at aerodromes
- v) Approve the establishment of private airstrips and control the operations thereof.
- vi) Construct, alter or maintain buildings at aerodromes or elsewhere;
- vii) Value land and property for the purposes of the Authority;
- viii) Purchase land or buildings;
- ix) Grant on such terms and conditions as the Authority deems fit, authority to carry on any trade or business at aerodromes; and
- x) Carry on such activities as appear to it advantageous, necessary or desirable for or in connection with the exercise and performance of its functions

10. Corporate Governance Statement

Role of the Chairman and Other Directors



Role of the Chairman

The Chairman provides overall leadership to the Board in areas of policy development and direction, maintains a harmonious working relationship with both Management and the Board, harnesses the collective skills of the Board and its Committees and those of the executive team for attainment of the corporate objectives and performance targets agreed with the Government, prompts the appointing authority to appoint Board Members in the event of a vacancy on the Board and encourages Directors to participate fully in the deliberations of the Board and its Committees.

Other responsibilities of the Chairman include ensuring that strategies are in place for constant monitoring and evaluation of the effectiveness of the Board, individual Directors, Senior Management and the entire Corporation, participation in setting of agenda for Board meetings, chairing and conducting Board meetings effectively, signing the confirmed Minutes of Board meetings, monitoring implementation of Board decisions, ensuring that new Board Members are properly inducted and that there are adequate training programs for Board Members to keep them abreast of developments in corporate governance, and signing the Performance Contract between the Government and the Authority. The Managing Director is responsible for the day-to-day operations of the Authority. Individual Directors are expected to serve the Board diligently while being faithful to performance, rule of law and to the principle of separation of powers, political neutrality, gender balance, integrity and confidentiality.



Role of the Corporation Secretary

The Corporation Secretary arranges Board meetings and attendances, prepares agendas for meetings set by the Chairman in consultation with the Managing Director and the attendant minutes, keeps Common Seal of the Board and communicates Board decisions to Management.

Board Committees, Meetings, Procedures and Emoluments

The Board holds four statutory meetings in each financial year. Meetings are held at the registered office of the Authority. A quorum for meetings requires two-thirds of the total number of Members. Members may appoint one of their own to preside over the meeting in the absence of the Chairman. Decisions are made unanimously or by majority votes of the Members present. The Chairman has a casting vote in the event of a tie of votes. The Board has four standing committees dealing with respective delegated mandates prior to submitting to the Board for consideration and approval. Further, an Ad Hoc Committee was established to deal with ad-hoc matters that arose and required focused attention but the same is not a standing committee of the Board.

10. Corporate Governance Statement

Board of Directors Composition

Names	Position	Appointment Date	Date of Expiry
Hon Caleb Kositany	Chairman	17th March 2023	16th March 2026
Mr. Nicholas Bodo	Ag. Managing Director	31st December 2024	30th June 2025
Mr. Henry Ogoye	Ag. Managing Director	26th August 2023	31st December 2024
Ms. Serah Kimani	Independent Director	6th April 2023	5th April 2026
Mr. George Ngugi	Independent Director	6th April 2023	5th April 2026
Dr. Rebecca Lomong	Independent Director	6th April 2023	5th April 2026
Eng. Walter Ogola	Independent Director	6th April 2023	5th April 2026
Maj. Rtd Iltayason Neepe	Independent Director	6th April 2023	4th July 2025 Renewed 11th July 2025
Mr. Nicholas E. Bodo	Alternate to PS, State Department for Transport	20th March 2023	30th December 2024
Dr. Duncan Hunda	Alternate to PS, State Department for Transport	7th January 2025	5th May 2025
Mr. Kodek Makori	Alternate to PS, State Department for Internal Security and National Administration	16th July 2024	-
Eng. Fredrick Kabunge	Alternate to PS, State Department for Aviation and Aerospace Development	19th June 2025	-
CPA Edward Wamweya	Alternate to PS, The National Treasury	12th August 2024	-
Mr. Isaac Odek	Representative, Inspectorate of State Corporations	22nd January 2021	27th January 2025
Mr. James Warui	Inspector General, Inspectorate of State Corporations	5th May 2025	-

10. Corporate Governance Statement

The Board Committees comprise of the following:



Finance Strategy Committee

- **Ms. Serah Kimani**
 - CPA Edward Wamweya
 - Maj. Rtd Iltasayon Neepe
 - Mr. Kodeck Makori
- Managing Director



Human Resources & Governance Committee

- **Dr. Rebecca Lomong**
 - Mr. George Ngugi
 - Maj. Rtd Iltayason Neepe
 - Eng. Fredrick Kabunge
 - Mr. James Warui
- Managing Director



Technical Security Committee

- **Eng. Walter Ogola**
 - Mr. George Ngugi
 - Ms. Serah Kimani
 - Maj. Rtd Iltayason Neepe
 - Mr. Kodeck Makori
 - Mr. James Warui
- Managing Director



Audit Committee

- **Mr. George Ngugi**
 - Eng. Walter Ogola
 - Dr. Rebecca Lomong
 - CPA Edward Wamweya
 - Mr. James Warui
- Managing Director
(by invitation)



AdHoc Committee

- **Dr. Rebecca Lomong**
 - Mr. George Ngugi
 - Mr. Isaac Odek
 - Eng. Walter Ogola
 - Mr. Fred Kabunge
- Managing Director

10. Corporate Governance Statement



Mandate of the Finance and Strategy Committee

- i. Review and advise on proposals for raising of long-term capital to achieve and fund the strategic objectives of the Authority
- ii. Review the financial Performance of the Authority and make appropriate recommendations to the Board.
- iii. Adopt and periodically review the charges and rates levied, philosophy, strategy and principles that support the Authority's strategy.
- iv. Oversee the preparation of the Financial Statements of the Authority and recommend to the board its adoption.
- v. Make recommendations to the Board on investments to be made by the Authority.
- vi. Monitor the Expenditures of the Authority.
- vii. Oversee the formulation, review and implementation of the Authority's Strategic Plans, Business Plans and Annual Budgets; and Oversee the Business Development of the Authority.



Mandate of the Audit Committee

- i. Evaluating the integrity of the Authority's financial reporting process and financial statements.
- ii. Reviewing and making recommendations to the Board of Directors in respect to Corporate Governance Policies and Practices of the Authority
- iii. Developing and recommending to the Board Corporate Governance Principles applicable to the Authority.
- iv. Compliance with legal and regulatory requirements applicable to the operations of the Authority.
- v. Assisting the Board in enhancing internal controls in order to improve efficiency, transparency and accountability.
- vi. Reviewing audit issues raised by both internal and external auditors.
- vii. Resolving Public Accounts and Public Investment Committees recommendations.
- viii. Reviewing the systems established to ensure sound Public Financial Management and Internal Controls as well as compliance with policies, laws, regulations, procedures, plans and ethics.
- ix. Initiating special audit/investigations on any allegations concerns and complaints regarding corruption, lack of accountability and transparency and
- x. Evaluating adequacy of the Authority's procedures with regard to issues relating to risk management, control and governance.



Mandate of the Human Resources Committee

- i. Reviewing the Human Resource policies and practices of the Authority.
- ii. Reviewing remuneration of staff by making recommendations to the Board regarding remuneration of Staff, incentive compensation and bonuses.
- iii. Adopting and periodically reviewing the remuneration philosophy, strategy and principles that support the Authority's strategy; and
- iv. Making recommendations to the Board in regard to the contributions to the Authority's Pension Scheme and matters related thereto.



Mandate of the Technical & Security Committee

- i. Major expansion projects of the Authority.
- ii. The operations and engineering aspects of the Authority.
- iii. Airports & airstrips management, operation and control and monitoring adequacy of the Authority's facilities, equipment and operations and their maintenance.



Mandate of the Ad Hoc Committee

- i. The Ad Hoc Committee was established to deal with ad-hoc matters that arise and require focused attention and is not a standing committee of the Board.

Board and Committee Meetings

During the financial year the Board and Committees held the following number of meetings:

- i. Fifteen Full Board meetings including special meetings
- ii. Seven Finance & Strategy Committee meetings including special meetings
- iii. Seven Human Resource & Governance Committee meetings including special meetings
- iv. Five Technical & Security Committee meetings including special meetings
- v. Six Audit Committee meetings including special meetings
- vi. Ten Ad Hoc Committee meetings

10. Corporate Governance Statement

Name	Board Meeting	Finance & Strategy Committee	Human Resource & Governance	Technical & Security Committee	Audit Committee	Ad Hoc Committee
Hon Caleb Kositany	15	-	-	-	-	-
Mr. Nicholas Bodo	12	4	6	-	3	2
Mr. Henry Ogoye	6	3	2	2	1	1
Ms. Serah Kimani	15	7	3	2	-	7
Mr. George Ngugi	15	-	4	2	6	10
Dr. Rebecca Lomong	14	-	7	-	5	10
Eng. Walter Ogola	13	-	-	5	6	1
Maj. Rtd Iltayason Neepe	11	4	2	1	-	-
Mr. Nicholas E. Bodo	12	4	6	4	3	2
Dr. Duncan Hunda	-	-	-	2	1	-
Mr. Kodek Makori	12	-	-	2	-	-
Eng. Fredrick Kabunge	-	-	-	-	-	3
CPA Edward Wamweya	12	5	-	-	4	-
Mr. Isaac Odek	6	1	-	2	1	1
Mr. James Warui	-	-	-	-	-	-

10. Corporate Governance Statement

Induction and Training

All new directors receive a full induction as part of onboarding. In addition, detailed presentations are made by management to apprise directors of operations of the Authority.

Board members also undergo regular training and education to enable them to fulfil their responsibilities. The Board annual work plan includes training schedules for directors on the basis of one local and one international program on the Authority's key mandate. During the financial year under review, the Directors engaged in trainings on Airport Master plans, Governance and leadership development. A joint Board and Management retreat was also held on development of the Corporate Strategic Plan 2023 – 2027

Conflict of Interest

The Board Directors are obligated to fully disclose to the Board any real or potential conflict of interest, which comes to any Director's knowledge. Directors are required to give advance notice of any conflict issues to the Chairman or Corporation Secretary. Declaration of a conflict of interest is also a standard agenda item which is addressed at the onset of each Board and committee meeting. Conflicts of interest during the year have been recorded in conflict of interest register,

Governance Audit

The Board undertook Governance Audit in compliance with the Mwongozo, Code of Governance for State Corporation. The Governance Audit was conducted by Ms.Helen Mungania under the Kenya School of Law. As at the date of this Annual report, the audit had been concluded. The opinion of the independent governance auditor will be presented to the Board and other relevant Government agencies.

Board Charter

The Board Charter is critical to the Authority's governance framework and conduct of board business. The charter offers guidance on matters including but not limited to the following:

- The separation of the roles, functions, responsibilities and powers of the Board and its individual members and the roles of the various board committees.

The Charter is implemented alongside other laws and regulations that govern the Authority.

Ethics and Conduct

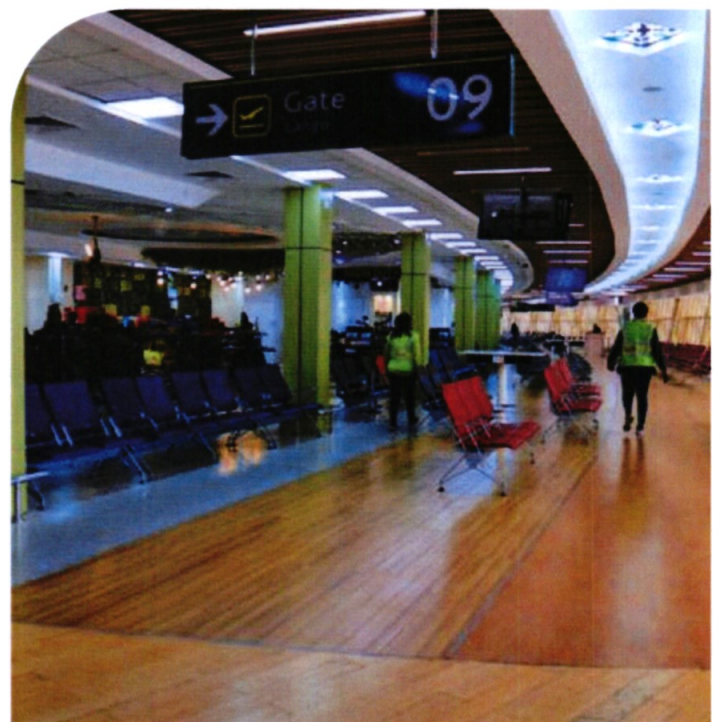
The Authority entrenches ethical decision making and leadership to promote corporate social responsibility, fair business practices, sustainability and the triple bottom line that focuses on the society, the environment and profitability. The Board has implemented a Code of Ethics and Conduct which binds Directors and Employees and is subscribed to by all members of the organization. The Code has been integrated into the Company's operations through the development of various policies and reporting mechanisms.

Board Remuneration

The Directors remuneration are as per the guidelines issued by the Salaries and Remuneration Commission. The remuneration comprises sitting allowance for members while the chairman receives sitting allowance and Honoria.

Board and Member Performances

During the reporting period board evaluation was conducted under the guidance of the State Corporations Advisory Committee. Performance improvement matrix shall be developed to ensure closure of any areas of concern.





Staff, Kenya Airports Authority (KAA)

11

MANAGEMENT DISCUSSION AND ANALYSIS

Operational performance

During the financial year ending 30th June 2025, Kenya Airports Authority (KAA) maintained steady operational growth across its network of airports. This growth was supported by increased regional travel, consistent cargo demand, and infrastructure improvements across primary and secondary airports. The Authority recorded positive gains in passenger numbers, cargo volumes, and aircraft movements, building on the high base achieved in FY 2023/24.

Passenger Traffic

Passenger traffic across KAA airports rose to 12.96 million in FY 2024/25, up from 12.7 million in FY 2023/24—an increase of 2.0%. The marginal growth reflects a plateauing in the post-pandemic recovery curve, with notable demand shifts including:

- i. Increased point-to-point regional traffic, especially on business and tourism routes;
- ii. Higher utilization of domestic routes like Kisumu, Eldoret, and Ukunda, supported by charter services and training operations;
- iii. Improved terminal capacity at JKIA following the rehabilitation of Terminals 1B and 1C;
- iv. Continued recovery in leisure and religious tourism contributing to consistent passenger flows.

Cargo Performance

Cargo through put across KAA's airports reached 403,922 tonnes, reflecting a 1.6% increase over the 397,753 tonnes handled in FY 2023/24. This was supported by:

- i. Sustained horticultural exports to Europe and the Middle East;
- ii. Expansion in e-commerce and air freight solutions offered by DHL, FedEx, and regional logistics providers;
- iii. Improved cargo handling turnaround at JKIA and Eldoret, as well as secure airside logistics planning.

Aircraft Movements

Aircraft movements increased from 293,733 in FY 2023/24 to 305,192 in FY 2024/25, representing a 3.9% growth. The increase was largely attributed to:

- i) Recovery and expansion in scheduled commercial flights;
- ii) Growth in charter, humanitarian, and training flights at Wilson, Malindi, and Kisumu;
- iii) Increased activity in general aviation, particularly supporting tourism and oil corridor logistics in western Kenya and the coast.

11. Management Discussion and Analysis

While JKIA remained the busiest in terms of total movements, regional airports including Eldoret, Kisumu, and Malindi registered higher growth rates due to improved infrastructure and regional economic activity and religious tourism contributing to consistent passenger flows.

Infrastructure Developments

KAA advanced key infrastructure projects that supported the Authority's operational growth targets:

- i. Re-opening of the rehabilitated Terminals 1B and 1C at JKIA, enhancing processing efficiency and expanding commercial space;
- ii. Airside and apron upgrades at Ukunda and Nanyuki to improve safety and capacity;
- iii. Launch of drainage, fencing, and zoning works at Kabunde, EIA, Takaba, Banissa and Kabunde airstrips to safeguard aviation assets and support regional connectivity.

Industry Trends Influencing KAA Operations

Several global and regional trends shaped KAA's operating environment:

- **Digitalization:** The Authority expanded use of digital platforms through self-service kiosks, queue management systems, and AI-supported baggage reconciliation tools, improving efficiency and customer service.
- **Sustainability:** KAA maintained Level 3 ACA certification at four major airports, conducted solar feasibility studies, and planted over 65,000 trees in Kisumu, Eldoret, Mombasa, Nyeri, and Nanyuki, demonstrating its commitment to decarbonized airport operations.

Infrastructure Developments

Kenya Airports Authority (KAA) operates in a dynamic environment and is exposed to a wide array of risks that could impede the achievement of its vision. In response, the Authority has established an Enterprise Risk Management (ERM) Policy and Framework to guide the structured identification, assessment, and mitigation of risks across all levels of the organization.

The strategic objective of the risk management framework is to embed risk management as a core organizational competency. This empowers the Board and management to define and communicate the Authority's risk appetite and tolerance, ensuring consistent risk-informed decision-making throughout the organization.

Financial performance

For the financial year ended 30th June 2025, the Authority recorded a pre-tax profit of Kshs 4.3 billion against a budgeted target of Kshs 5.2 billion, resulting in an unfavorable variance of Kshs 0.9 billion, or 17% below the budgeted performance. In comparison to 2023/2024 with a pre-tax profit of Kshs 7.4 billion, indicates a of Kshs 3.1 billion, equivalent to a 58% decrease.

The total assets decreased from Kshs. 1.057 billion in June 2024 to Kshs 1.052 billion in June 2025. The decrease was mainly due to revaluation of trade and other receivables for the year and the downward revaluation of Biological.



11. Management Discussion and Analysis



The key risk areas identified under this framework include:

i) Safety and Security Risks: These arise from potential threats such as terrorist attacks, fires, bird and wildlife strikes, aircraft incidents, power outages, and the effects of rising water levels on airports located near Indian Ocean and Lake Victoria, all of which can cause significant operational and financial disruption.

ii) Cybersecurity and Data Protection Risks: Exposure to threats that could compromise the Authority's IT systems and data assets, including unauthorized access, cyberattacks, and data breaches.

iii) Human Capital and Talent Management Risks: Challenges in attracting and retaining qualified personnel, an ageing workforce, and the potential for industrial unrest.

iv) Competitive Risk: The threat of losing market share due to delayed expansion or modernization, especially in light of the rapid development of regional competitors such as Bole International Airport (Addis Ababa), New Kigali International Airport, Bugesera International Airport, Dodoma Msalato International Airport, and Mega Airport City in Bishoftu, Ethiopia.

v) Infrastructure Risks: The impact of ageing facilities, equipment, and systems on operational efficiency and customer experience.

vi) Compliance and Regulatory Risks: The risk of non-compliance with evolving legal and regulatory requirements, internal policy violations, and failure to meet contractual obligations.

vii) Revenue Diversification Risk: Overdependence on aeronautical revenues, with insufficient growth in non-aeronautical income streams.

viii) Financial Risk: The risk of credit losses, particularly from non-performing debts owed by key stakeholders, including the national carrier.

ix) Liquidity Risk: Potential cash flow challenges that could hinder the Authority's ability to meet short- and long-term financial obligations, including project claims and contingent liabilities.

x) Project Risks: Risks associated with delays, cost overruns, or failure to meet the intended outcomes of key projects in terms of scope, quality, and schedule.

Material Arrears in Statutory Obligation

There are no material arrears in statutory obligations.

Financial Obligations

No material arrears in financial obligations.

12

ENVIRONMENTAL AND SUSTAINABILITY REPORTING

As an industry that contributes significantly to the growth of the global economy, it is imperative that the aviation sector implements environmental measures to sustain its economic and social development.

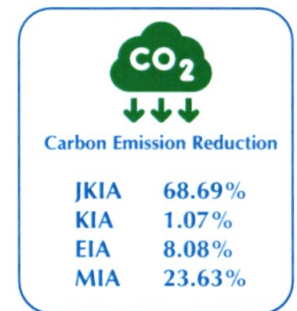
The Authority is cognizant of the impact of its activities on the environment and understands that responsible environmental stewardship is crucial in order to remain attractive for business while maintaining environmental sustainability. We demonstrate our environmental stewardship through continuous improvement of our environmental performance, efficient use of resources, reduction of carbon footprint, ecosystem protection, pollution prevention, and compliance with legal and regulatory requirements. This commitment is anchored in KAA Strategic Plan for the year 2023 to 2027 and the Environmental and Sustainability Policy.

According to the Intergovernmental Panel on Climate Change (IPCC), aviation is responsible for between 2% and 3% of total current global human-induced carbon emissions, with airports accounting for approximately 2% of total global share. These are expected to increase if the key players in the sector do not take drastic measures to reduce their carbon footprint. We aim to become carbon-neutral (Level 3+) by 2030 and have embarked on an ambitious journey through the implementation of the Airport Carbon Accreditation (ACA) Program by the Airport Council International.

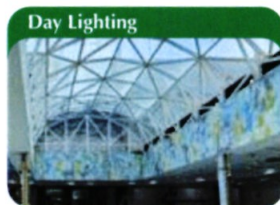
Below is the outline of Environmental sustainability initiatives that the authority is successfully implementing: -

Airport Carbon Accreditation

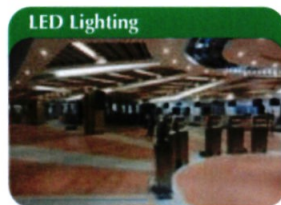
KAA has reduced its carbon footprint through the global Airport Carbon Accreditation(ACA) programme. KAA attained ACA L3(optimization) accreditation in 2025 for ALL international airports. Initially, KAA had attained L2(reduction) in 2023 and L1(mapping) in 2021 across the four international airports:



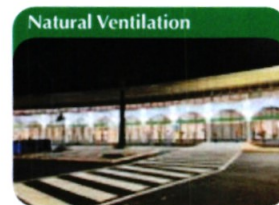
KAA has implemented a range of environmental initiatives across its airports to support its carbon reduction goals. These initiatives include the use of energy-efficient LED lighting, the installation of solar-powered systems, the construction of green terminal buildings, and regular maintenance of generators and vehicles to optimise energy consumption. Through these efforts, KAA is demonstrating its commitment to reducing its carbon footprint and promoting decarbonisation across all its operations. This is also in line with the Paris Agreement of 2015.



Day Lighting
Natural Daylighting through use of glass curtain walling facades at JKIA terminals 1B & 1C to let in light during the day and central glass skylight atriums to bring in sunlight from above.



LED Lighting
Use of Led lighting and motion sensors at JKIA terminals 1B & 1C, replacing incandescent bulbs with LED lighting.

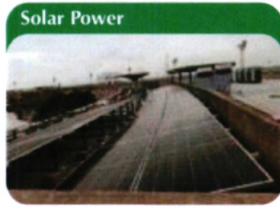


Natural Ventilation
Natural ventilation with louvres on the facades to ensure cross-ventilation on Level '0' at JKIA terminals 1B & 1C.



Solar Laminated Panes
Solar-treated laminated glass insulates facades for comfort and noise reduction.

12. Environmental and Sustainability Reporting



180Kwp that has a capacity to generate 150KW of power at peak sunshine Solar power integrated across JKIA terminals 1B & 1C.



500kW
Solar Photovoltaic (PV)
in MIA commissioned in 2019

The MIA solar photovoltaic (PV) system of 500kW commissioned in 2019 and was connected to the airport terminal grid, an electric-powered pre-conditioned air (PCA) unit, an electric 400 Hz Ground Power Unit (GPU) Converter and storage batteries. The PCA and GPU supply pre- conditioned air and compatible electric power respectively to aircraft. The Solar project mitigates potential emissions (including CO₂) that are produced by the aircraft's on-board auxiliary power unit (APU) powered by jet fuel as well as emissions from portable GPU powered by diesel.

We have achieved ISO Certification by successfully implementing ISO 14001:2015 Environmental Management Systems (EMS) and ISO 45001:2018 Occupational Health and Safety Management Systems (OHSMS). The 2 ISO Standards set out a framework in which Environmental Health and Safety (EHS) aspects can be mainstreamed in the day to day business operations for an effective environmental management system and occupational health and safety management system.

The EHS aspects include; sustainable waste management practices, water and energy conservation, carbon emission reduction, management of noise and air pollution and ensuring safety of workers. This will enable us improve our environmental and occupational health and safety performance as well as ensure continual improvement.



Waste reduction, segregation, and recycling



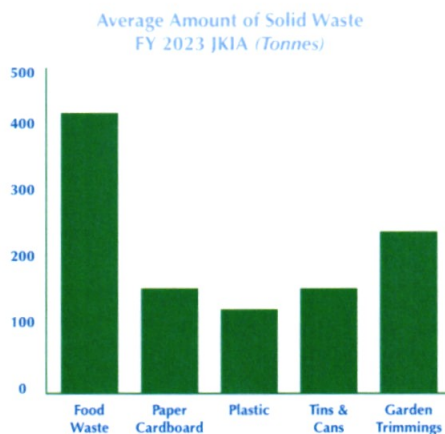
Water and energy conservation



Carbon Emission reduction aligned with ACA



Noise and air quality management



Current waste management practices in our operations entail responsible production, consumption and disposal of products in a closed, circular system by reusing and recovering resources as much as possible in order to minimize air, land and water pollution. In line with sustainable waste management practices, KAA has:

- i. Developed waste audits for international airports with action plans for implementation
- ii. Provided special bins for disposal of single-use plastic bags (banned locally)
- iii. Engaged waste recycling companies to handle waste from airports
- iv. Constructed waste transfer stations with waste separation chambers
- v. Installed garbage bins with separation chambers
- vi. Continually engaged airport operators to plan and implement waste management initiatives in line with airport requirements.

12. Environmental and Sustainability Reporting

We play a vital role in the fight against illegal wildlife trade through the deployment of security strategies at our aerodrome facilities that enable detection through (screening of passengers and cargo), confiscation and arrest of traffickers in collaboration with other security agencies, training and awareness creation and through inter-agency collaboration. We signed the United for Wildlife (UFW) Transport Taskforce Buckingham Palace Declaration which is a landmark agreement committing organizations to take steps to shut down the routes exploited by wildlife traffickers. Through afforestation projects, we aim to offset our carbon footprint through carbon sequestration. The projects enhance our environment and play a vital role in ecological restoration and air quality regulation.

Our biggest afforestation project is based at Eldoret International Airport covering about 600 acres with 280,000 eucalyptus trees. Other afforestation projects have been undertaken at Eldoret Airstrip and Kitale Airstrip. We plan to extend this project to other aerodromes.



Our Biggest Afforestation Project in Eldoret International Airport
Covers about 600 Acres with 280,000 Eucalyptus trees

Noise from airports not only affect workers but also the surrounding communities and we have continuously endeavoured to adopt measure to mitigate the effect of noise through noise mapping and the development noise monitoring plans.

Compliance with national and international legal and regulatory frameworks is a top priority for us. We continuously strive to be compliant with these requirements by obtaining requisite permits and licenses from statutory bodies as well as enforcing environmental standards.

iii). Employee welfare



Gender ratio; The Authority, implements two third gender rule during recruitment process, Stakeholder engagements is done depending on the issue at hand i.e. training in airport operations, road safety etc.

Efforts in improving skills and managing careers

The Authority encourages staff to develop new skills.

- i) There is corroboration with partners, for example South Korea for mentorship programs
- ii) Staff nomination for regulatory trainings, for example. ICAO programs is conducted on a regular basis
- iii) The Authority fully pays for staff in various Professions i.e. IHRM and ICPAK to attend conferences and seminars to help enhance their competency and skills
- iv) The Authority gives unpaid/leave of absence for self-sponsored employees

Appraisal and reward systems

The Authority has institutionalized performance Management system as key to staff appraisal every annual cycle. Reward/reprimand is subjected during promotional interviews, responsibility profiling and disciplinary processes.

12. Environmental and Sustainability Reporting



Compliance with Occupational Safety and Health Act, 2007

- i. The Authority has registered all workplaces except Mandera Airstrip which is underway
- ii. Safety and health committee have been institutionalized in all workplaces and staff trained on duties and responsibilities as per the Act.
- iii. General Guidelines (Abstract) on OSHA has been displayed in all Workplaces and all employees sensitized
- iv. Occupational Safety and Health workplace inspection and generation of minutes is done on Quarterly basis from all registered workplaces.
- v. Incidents/accidents reports are done through Doshmiss portal.
- vi. OSHA Policy statement has been approved by the KAA Board of Directors and is in the process of sensitization.



Responsible completion practices, Marketing and Advertisement, Product Stewardship

With the rapid development of aviation industry, ethics and social responsibility has also become an important factor in determining the success of KAA's Marketing and Business Development activities. Business ethics in the Aviation Industry is associated with the concept of honesty, loyalty, justice, fairness, equality and professionalism in all Product Development and Marketing activities.

Stakeholders' engagement is a key pillar in KAA's Strategic Plan 2023-2027 and KAA will endeavor to excel in the same.



Responsible supply chain and supplier relations

The Authority achieves these through the following;

- i. Communicating regularly with the suppliers to ensure they are aware of the organization's expectations, needs, and feedback. Also creating confidence that The organization listens to the suppliers' concerns, suggestions, complaints and always trying to resolve them in a timely and respectful manner.
- ii. The department has also automated procurement processes to ease and provide friendly business environment.
- iii. The organization pays suppliers on time and avoids late payments, disputes, or deductions that could harm the suppliers' cash flow and reputation where the supplier has met its obligations satisfactorily.
- iv. Providing adequate lead times for the suppliers to fulfill the orders and deliver the products or services. The department will also utilize the automated process to also informs the suppliers of any changes in demand, specifications, or schedules on a timely manner.
- v. Creating transparency via technology by using online platforms, tools, or systems to share information, data, and documents with the suppliers.
- vi. In addition to normal telephone communication, the Authority has enhanced communication by providing two email addresses namely tenders@kaa.go.ke and vendorsupport@kaa.go.ke which enables both bidders and suppliers to communicate to the Authority both within and outside working hours. Thereafter, responses are provided through the same emails. This is a cost effective and flexible mode of communication.



v) Corporate Social Responsibility

Kenya Airports Authority CSR Policy document clearly stipulates areas of our engagement with society's social, environment and economic concerns and needs as follows:

- i. Education
- ii. Environment and sustainability
- iii. Health & Wellness
- iv. Staff engagement in CSR programs

The above tenets guided the Authority's Corporate Social Responsibility activities and donations for the year 2024/2025, which greatly improved our corporate image and enhanced our relationship with communities around our stations.

12. Environmental and Sustainability Reporting



Through our Corporate Social Responsibility strategy, KAA demonstrated a commitment to behaving ethically in all our business transactions, by contributing to the economic development and improving the quality of life of its workforce and their families as well as the community and society at large. The CSR committee considers both ad-hoc requests and donations from all airports and airstrips for maximum community impact.

During the year 2024/2025 we only had ad hoc donations and no medical camps due to reduced budgets. We only supported a few institutions in cash donations as attached below.

We however anticipate that the Authority shall continue to support some of the requests and engage in more projects and activities in the coming months. We shall continue to adopt our devolution model to create maximum social and business impact across all communities surrounding all our airports and airstrips. We have resumed having two medical camps in a year.



Institution	Location	Nature of the Request/Event	Amount
Chepkulgong Mixed Secondary School-Bomet	Bomet County	Assistance to repair classrooms	Ksh. 100,000
Gospel Centres International Church	Utawala Nairobi	Youth Awareness campaign & Worship Concert	Ksh. 150,000
Christ the King Catholic Church Embakasi	Embakasi Nairobi	Assist disabled children	Ksh. 100,000
Seventh Day Adventist Church Enkoto-Kisii	Kisii County	To assist the Youth, establish a project in the church	Ksh. 100,000
Chepkoilel Secondary School Kitale	Trans Nzoia County	Assist the School to purchase water tanks for water harvesting	Ksh. 100,000
St. Teresa's Gekano Girls Sec	Nyamira	School fees for needy girls	Ksh. 150,000
Andigo Rongo Dispensary Kisumu	Kisumu	Support the dispensary to purchase water tanks	Ksh. 100,000
Tunyai Children's Centre	Tharaka Nithi County	Assist the children's home purchase school uniform for the kids	Ksh. 50,000
St. Joseph's Catholic Church	Lengut, Eldoret	Assist the youth church in having a youth camp	Ksh. 150,000
Kiangungi Primary School Embu	Embu	Assist the school to purchase water tanks	Ksh. 150,000

12. Environmental and Sustainability Reporting

Attached below are some of the institutions we were able to support with cash donations during the year 2024/2025.



Debra Ondaba, Manager Branding Advertising and Product and a member of the CSR Committee Presents a Cheque to Better Living Environment Program



KAA CSR Officer Robinson Malemo Presents a Cheque to St. Teresa's Gekano Girls Secondary School



Henry Ogoye, GM Corporate Planning and a member of the CSR Committee Presents a Cheque to Osiri Secondary School



KAA Corporate Communications Manager, Angela Tilitei together with a team from KAA presents a cheque to St. Joseph's Catholic Church



KAA Corporate Communications Manager, Angela Tilitei together with a team from KAA presents a cheque to St. Joseph's Catholic Church



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NAIROBI

REPORT OF THE AUDITOR-GENERAL ON KENYA AIRPORTS AUTHORITY FOR THE YEAR ENDED 30 JUNE, 2025

PREAMBLE

I draw your attention to the contents of my report which is in three parts:

- A. Report on Financial Statements that considers whether the financial statements are fairly presented in accordance with the applicable financial reporting framework, accounting standards and the relevant laws and regulations that have a direct effect on the financial statements;
- B. Report on Lawfulness and Effectiveness in the Use of Public Resources which considers compliance with applicable laws, regulations, policies, gazette notices, circulars, guidelines and manuals and whether public resources are applied in a prudent, efficient, economic, transparent and accountable manner to ensure the Government achieves value for money and that such funds are applied for the intended purpose; and,
- C. Report on Effectiveness of Internal Controls, Risk Management and Governance which considers how the entity has instituted checks and balances to guide internal operations. This responds to the effectiveness of the governance structure, risk management environment and internal controls, developed and implemented by those charged with governance for orderly, efficient and effective operations of the entity.

A Qualified Opinion is issued when the Auditor-General concludes that, except for material misstatements noted, the financial statements are fairly presented in accordance with the applicable financial reporting framework. The Report on Financial Statements should be read together with the Report on Lawfulness and Effectiveness in the Use of Public Resources, and the Report on Effectiveness of Internal Controls, Risk Management and Governance.

The three parts of the report are aimed at addressing the statutory roles and responsibilities of the Auditor-General as provided by Article 229 of the Constitution, the Public Finance Management Act, 2012, and the Public Audit Act, 2015. The three parts of the report when read together constitute the report of the Auditor-General.

REPORT ON THE FINANCIAL STATEMENTS

Qualified Opinion

I have audited the accompanying financial statements of Kenya Airports Authority set out on pages 1 to 47, which comprise of the statement of financial position as at 30 June, 2025, and the statement of profit or loss and other comprehensive income,

statement of changes in equity, statement of cash flows and statement of comparison of budget and actual amounts, for the year then ended and a summary of significant accounting policies and other explanatory information in accordance with the provisions of Article 229 of the Constitution of Kenya and Section 35 of the Public Audit Act, 2015. I have obtained all the information and explanations which to the best of my knowledge and belief, were necessary for the purpose of the audit.

In my opinion, except for the effect of the matters described in the Basis for Qualified Opinion section of my report, the financial statements present fairly, in all material respects, the financial position of Kenya Airports Authority at 30 June, 2025 and of its financial performance and its cash flows for the year then ended, in accordance with International Financial Reporting Standards and comply with the Kenya Airports Authority Act, Cap.395 and the Public Finance Management Act, 2012.

Basis for Qualified Opinion

1. Parcels of Land in Dispute

The statement of financial position reflects property, plant and equipment balance of Kshs.1,027,412,452,000 which as disclosed in Note 41 to the financial statements includes freehold land balance of Kshs.900,763,000 and leasehold land balance of Kshs.985,646,387,000 both totalling to Kshs.986,547,150,000. However, as previously reported, review of the land balances and the supporting records revealed the following unsatisfactory matters:

- i) A land parcel in Embakasi - Nairobi valued at Kshs.4,335,000 part of which was illegally excised and allocated to a third party. Management went to court and the case was determined in favour of the Authority. However, the respondent filed a notice of appeal 9 April, 2024. However, no stay orders were issued against the earlier court determination. The order was thus extracted and forwarded to the relevant parties for enforcement which includes removal of the structures erected. The Authority filed an application before the court seeking issuance of eviction orders and the matter is pending in court for direction.
- ii) A parcel of land at Jomo Kenyatta International Airport has been occupied by a third party and the matter is pending at the Court of Appeal for determination. However, the Authority has since fenced off the parcel of land and there is no encroachment by the third parties.
- iii) A parcel of land at Wilson Airport has been occupied by a third party and the Authority went to the High Court for determination. However, the third party has since withdrawn from the case.
- iv) A parcel of land at Malindi Airport has been irregularly allocated to a church organisation while another parcel of land had been allocated to a petroleum company. The Authority following review of the title deeds against the survey plan issued to the Malindi Airport has appealed to the Principal Secretary, Ministry of lands to revoke the titles. Further, the Authority raised

similar issue with the National Land Commission for advisories and recovery.

- v) Eighty-five (85) parcels of land at eight (8) airstrips had been allocated to third parties. The National Land Commission commenced the review of titles and issued a report which was published through Gazette Notice dated 15 February, 2019. The report included the forty-six (46) parcels of land within Jomo Kenyatta International Airport which is under consideration but the Authority is following up on reports of the remaining parcels of land.
- vi) The Authority has a freehold parcel of land in Kisumu with a book value of Kshs.190,763,189 which is on lease from Kisumu municipality. However, there were no ownership documents provided for audit.

In the circumstances, the accuracy and ownership of land balance of Kshs.986,547,150,000 could not be confirmed.

2. Inaccuracy in Balance Due from Kenya Revenue Authority

Note 44(a) to the financial statements reflects gross trade receivables balance of Kshs.21,862,020,000 which includes an amount of Kshs.5,347,339,390 due from the Kenya Revenue Authority (KRA). The amounts due from KRA consist of unremitted Air Passenger Services Charge transactions balance of Kshs.4,628,771,061 and Concession fee balance of Kshs.718,568,329, all totalling Kshs.5,347,339,390. However, corroboration with the KRA records indicated payables balance of Kshs.354,798,915 due to KAA, resulting in an unexplained variance of Kshs.4,992,540,470.

In the circumstances, the accuracy and completeness of the trade and other receivables balance of Kshs.5,347,339,390 could not be confirmed.

3. Unreconciled Inter-Agency Balance with Kenya Civil Aviation Authority

The statement of financial position and as disclosed in Note 48 to the financial statements reflects trade and payables balance of Kshs.5,809,081,000. Included in trade and other payables balance is Kshs.4,523,559,000 in respect of trade payable which includes a balance of Kshs.3,109,511 due to the Kenya Civil Aviation Authority (KCAA). However, corroboration with the KCAA records indicated receivables balance of Kshs.34,809,774 from Kenya Airports Authority as at 30 June, 2025 resulting in an unexplained variance of Kshs.31,700,263.

In the circumstances, the accuracy and completeness of the trade and other payables balance of Kshs.5,808,081,000 could not be confirmed.

4. Non-Disclosure of Contingent Liabilities Precedent to a Public Private Partnership Agreement

During the year under review, the Authority had planned to undertake a modernization and expansion of Jomo Kenyatta International Airport through a Public Private Partnership arrangement. Review of records revealed that the Authority undertook

various activities, precedent to the Public Private Partnership engagements and procured four (4) consultancy services as detailed below:

List of Consultancy Services Engaged on the Privately Initiated Project

No	Consultancy	Duration	Amount in Euro	Approx. Amount in Kshs.
1	Development of an Aviation Policy	8 Months	470,217.60	70,992,842
2	Provision of Transaction Advisory Services for Construction of New Terminal	8 Weeks	624,400.00	94,573,058
3	Provision of Transaction Advisory Services for the PIP	6 Months	970,495.00	146,524,074
4	Provision of Transaction Advisory Services for the PIP Project	6 Months	834,554.81	126,000.000
	Total		2,901,667.41	438,089,974

NB: The Exchange Rate 1Euro @Kshs.150.9787 as at 17 December, 2025

However, the 1st and the 2nd consultancies were paid by The National Treasury and Kenya Airports Authority respectively. The provision of transaction advisory services for the PIP amount of Kshs.146,524,073 was not paid since the contract agreement with a consultant had not been signed.

Another consultant was engaged at a consultancy fee of Kshs.126,000,000 after the initial consultant withdrew their services. The Authority paid the second consultant an amount of Kshs.91,055,999 leaving a balance of Kshs.34,944,000 which had not been disclosed in the financial statements.

In the circumstances, the accuracy and disclosure of contingent liabilities could not be confirmed.

The audit was conducted in accordance with International Standards of Supreme Audit Institutions (ISSAIs). I am independent of the Kenya Airports Authority Management in accordance with ISSAI 130 on the Code of Ethics. I have fulfilled other ethical responsibilities in accordance with the ISSAI and in accordance with other ethical requirements applicable to performing audits of financial statements in Kenya. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

Emphasis of Matter

Contingent Liabilities

As disclosed in Note 56 to the financial statements, the Authority had contingent liabilities totalling Kshs.10,310,000,000 arising from pending cases in court and disputed pending contracts' claims. Although the liabilities have not crystalized to warrant recognition in the

financial statements as provisions, the financial impact on the Authority would be significant if the outcomes are not favorable.

My opinion is not modified in respect of this matter.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, are of most significance in the audit of the financial statements. Except for the effect of the matters described in the Basis for Qualified Opinion section, have determined that there are no other key audit matters to communicate in my report.

Other Matter

Unresolved Prior Year Matters

In the prior years' audit reports, several issues were raised under the Report on Financial Statements, Report on Lawfulness and Effectiveness in Use of Public Resources, and Report on Effectiveness of Internal Controls, Risk Management and Governance. Review of the status during the audit in financial year 2024/2025 revealed that the matters remained unresolved as detailed in **Appendix 1**.

Other Information

Management is responsible for the Other Information set out on pages iii to li which comprises of Key Authority's Information and Management, The Board of Directors, Key Management Team, Fiduciary Management, Fiduciary Oversight Arrangement, Chairman's Statement, Report of the Chief Executive Officer, Statement of Performance Against Predetermined Objectives, Corporate Governance Statement, Management Discussion and Analysis, Environmental and Sustainability Reporting, Report of the Directors and Statement of Directors Responsibilities. The Other Information does not include the financial statements and my audit report thereon.

In connection with my audit on the Authority's financial statements, my responsibility is to read the Other Information and in doing so, consider whether the Other Information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this Other Information and I am required to report that fact. I have nothing to report in this regard.

My opinion on the financial statements does not cover the Other Information and accordingly, I do not express an audit opinion or any form of assurance conclusion thereon.

REPORT ON LAWFULNESS AND EFFECTIVENESS IN THE USE OF PUBLIC RESOURCES

Conclusion

As required by Article 229(6) of the Constitution, based on the audit procedures performed, except for the effect of the matters described in the Basis for Conclusion on

Lawfulness and Effectiveness in the Use of Public Resources section of my report, I confirm that nothing else has come to my attention to cause me to believe that public resources have not been applied lawfully and in an effective way.

Basis for Conclusion

1. Irregular Provision of Unapproved Credit Policy

The statement of profit or loss and other comprehensive income and as disclosed in Note 40(a)(iii) to the financial statements reflects administrative expenses amounting to Kshs.13,125,586,000 which includes provision for bad debts amount of Kshs.2,185,985,000. Review of the provision for bad debts revealed that Management had provided 100% for debt balances outstanding for more than 270 days without Board approvals. It was also noted that the Authority has been using a credit policy approved in 2004. This was contrary to Section 4(a) of the Kenya Airports Authority Policy on recovery procedures and (g) on specific provision which allows the Authority to provide 100% on case by case basis only, unlike the current position where provision is for all debts. Further, it was noted that Clause 8.0(d) of the current unapproved credit policy on Debt Recovery, provision for bad and doubtful debts, states that the Authority will provide for bad and doubtful debts, on a case by case basis for debts aged more than 270 days.

In the circumstances, Management was in breach of the provisions on credit policy.

2. Delay in Implementation of Software

The statement of financial position and as disclosed in Note 41 to the financial statements reflects property, plant and equipment balance of Kshs.1,027,412,452,000. The balance includes capital work in progress amounting to Kshs.2,783,351,000 which comprises of an amount of Kshs.28,491,400 paid for the maintenance of Airport Permit and Identity Management system. The Project Implementation Report revealed that some modules of the user acceptance and testing as well as technical and operator training were not accomplished since the system modules did not meet the user requirements. The installation of the system also included integration with Systems Applications Product (SAP) for the management of payments and integration with the Authority's Microsoft Exchange which were not completed. Although Management explained that it has initiated engagement with the service provider to address the system deficiencies, no evidence was provided on the initiated engagement.

In the circumstances, value for money and effectiveness in use of the software could not be confirmed.

3. Non-Compliance with the One-Third Basic Salary Rule

Review of June, 2025 payroll revealed that forty-three (43) employees earned salaries below the statutory threshold of one-third of their basic pay. This was contrary to Section 19(3) of the Employment Act, 2007 which provides that all deductions by an employer from the wages of his employee at any one time shall not exceed two-thirds of such wages or such additional or other amount as may be prescribed by the Minister either generally

or in relation to a specified employer or employee or class of employers or employees or any trade or industry.

In the circumstances, Management was in breach of the law.

4. Irregular Payment of Special Duty Allowance

Review of the staff establishment revealed that sixty-six (66) staff members were serving in acting capacities and earned special duty allowances for periods exceeding the prescribed six months. Of these, thirty (30) had been in such positions for over three years while one (1) for over five (5) years.

Further, four (4) staff members had been assigned to posts which were three (3) grades higher than their substantive positions. This was contrary to Section C.14(1) of Public Service Commission, Human Resource Policies and Procedures Manual which states that when an officer is eligible for appointment to a higher post and is called upon to act in that post pending advertisement of the post, he is eligible for payment of acting allowance at the rate of twenty percent (20%) of his substantive basic salary. Acting allowance will not be payable to an officer for more than six (6) months.

In the circumstances, Management was in breach of the law.

5. Irregular Use of Direct Procurement

5.1. Repairs and Maintenance Works at Jomo Kenyatta International Airport

Review of procurement records revealed that a firm was awarded tender for relocation, repairs and maintenance works for terminals 1B & C HVAC equipment for Jomo Kenyatta International Airport at a contract sum of Kshs.8,500,000 for a duration of one (1) year through direct procurement method. However, review of the signed and approved user requisition, evaluation reports and signed contract revealed the following unsatisfactory matters;

- (i) Although the Accounting Officer issued a tender document which formed the basis for evaluation and subsequent negotiations, it was noted that the bidder did not meet the mandatory requirements as per the evaluation criteria set in the tender document.
- (ii) Further, review of records revealed that Management had planned for the procurements to be undertaken through open tender in Procurement Plan at the beginning of the financial year.
- (iii) There was no proper justification for the use of direct procurement as the Management decided to engage a sub-contractor of similar works instead of the main contractor who had a previous similar project with the Authority.

5.2. Provision of Asset Verification, Tagging and Valuation Services

Review of procurement records revealed that a firm was awarded a tender for provision of asset verification, tagging and valuation services for the Authority at a contract sum of

Kshs.40,000,000. However, review of the signed and approved user requisition, evaluation reports and signed contract revealed the following unsatisfactory matters:

- (i) Despite the requisition by the user department to commence procurement, Management took a month before initiating the procurement proceedings and therefore urgency for the procurements was not justified. It was also noted that there is lack of segregation of duties in the case where, the General Manager Finance made the requisition, went ahead to identify the bidder and also decided on the choice of procurement method to be deployed. This was contrary to Section 44(1) and 44(2)(h) of the Public Procurement and Asset Disposal Act, 2015;
- (ii) Further, it was noted that the contract for the provision of Asset verification, tagging and valuation services was signed on 5 December, 2024 which was eight (8) months from the date of initiating the procurement process. The contract duration was further amended from the initial eight (8) weeks to six (6) months which further contradicted the urgency of the services;

5.3. Proposed Rehabilitation Works at Garissa Airstrip

Review of procurement records revealed that a firm was awarded a tender for proposed rehabilitation of runway, taxiways and apron for Garissa Airstrip-phase 3 at a contract sum of Ksh.521,726,633.82. However, review of the user requisition and signed contract revealed the following issues:

- (i) The Procurement Plan had however indicated that the project be undertaken using open tender method. It was also noted that there was lack of segregation of duties in the case where, the General Manager Projects and Engineering Services made the requisition, went ahead to identify the bidder and also decided on the choice of procurement method to be deployed. This was contrary to Section 44(1) and 44(2)(h) of the Public Procurement and Asset Disposal Act, 2015 as cited above.
- (ii) Further, review of the procurement records revealed that the approval to commence the procurement process was granted by the Accounting Officer on 13 February, 2025 but the contract was signed on 16 June, 2025, five (5) months after the approval to initiate procurement proceedings casting doubts on the urgency for the above works and the choice of procurement method adopted.

In the circumstances, Management was in breach of the law.

6. Non-Adherence to the Mandatory Tender Requirements at Moi International Airport

Review of procurement records revealed that a firm was awarded a tender for relocation of underground power cable at Moi International Airport at Mombasa at a contract sum of Ksh.7,300,016. Review of the Evaluation Report revealed that the successful tenderer did not submit a copy of valid business permit as specified in mandatory requirements of the tender document but Management proceeded with the award contrary to Regulation 75(1) of the Public Procurement and Asset Disposal Regulations, 2020.

Further, under the mandatory technical requirement, the tenderer did not provide signed contract, LPO or LSO or Work Completion Certificate as proof of past experience for three (3) similar works in the last two (2) years with an average value of Ksh.4,000,000 in HV cable installation and /or jointing.

In the circumstances, Management was in breach of the law.

7. Retrospective Procurement Approvals - Matulo (Webuye) Airstrip

Review of procurement records revealed that contract for the proposed fencing works at Matulo (Webuye) Airstrip was awarded to a firm at a contract sum of Ksh.36,438,007. Review of the procurement process revealed that the contractor was directed to implement the works before a procurement requisition was made by the user department and approved by the Accounting Officer. The requisition for the above works was initiated on 22 October, 2024 after the commencement of works which was in contravention of Regulation 71(1) of Public Procurement and Asset Disposal Regulation, 2020.

Further, as at the time of making the requisition, the fencing works were already 60% completed which meant that this was a retrospective approval contrary to Section 69(2) of the Public Procurement and Asset Disposal Act, 2015.

In the circumstances, Management was in breach of the law.

8. Delay in Completion of Projects

8.1. Proposed Works at Banissa Airstrip

Review of the records revealed that the construction of fence (Installation of Galvanized Welded Razor Mesh perimeter fence) and the construction of a gate house was awarded to a firm at a contract price of Kshs.55,182,421. The Project completion period was twelve (12) months with a commencement date of 16 July, 2024 and completion date of 16 July, 2025, with Defects Notification Period (DNP) of twelve (12) months. At the time of audit, one month to the end of the construction duration period, it was observed that the Project was at 65% and certified works for payment of Kshs.14,530,757 or 26.3% of the contract price.

Further, it was noted that the performance security provided by a Microfinance Bank had expired on 22 February, 2025 exposing the Management to risk in case of non-performance by the contractor.

8.2. Proposed Construction of Lanet Airstrip Aircraft Pavement

Review of project files revealed that the Proposed Construction of Lanet Airstrip Aircraft Pavement Phase I was awarded to a firm at a contract price of Kshs.406,761,591 and later varied to Kshs.455,020,173. The contract duration was eighteen (18) months with a commencement date of 23 February, 2021 and a completion date 22 August, 2022, with a defects notification period of twelve (12) months. At the time of audit, it was observed that the Project had taken too long to complete despite several extension of time granted.

8.3. Reconstruction of Taxiway and Apron at Manda Airport

Review of records revealed that Reconstruction of Taxiway and Apron at Manda Airport was awarded to a firm at a contract price of Kshs.121,726,189 later revised to Kshs.129,726,189. The contract period was five (5) months with a commencement date of 4 April, 2021 and original completion date of 30 August, 2021 with Defects Notification Period (DNP) of twelve (12) months. At the time of audit, in November, 2025, it was observed that the project had taken too long to complete beyond the contract period.

8.4. Proposed Works at Ukunda Airstrip in Diani

Review of records revealed that the proposed 200m runway and apron extension works at Ukunda Airstrip in Diani-Phase I was awarded to a firm at a contract price of Kshs.173,702,292. The contract period was twelve (12) months with commencement date of 9 September, 2022 and original completion date of 9 September, 2023 and revised completion date of 15 February, 2025 with Defects Notification Period (DNP) of twelve (12) months. The Project had taken too long to complete (32 months) with several extension of time granted, the latest being from 16 April, 2025 to 1 August, 2025.

8.5. Proposed Construction Works at Takaba Airstrip

Review of records revealed that the proposed construction of runway, taxiways and apron at Takaba Airstrip-Mandera was awarded to a firm at a contract price of Kshs.140,359,153. The contract duration was seven (7) months with a commencement date of 23 August, 2024 original completion date of 23 March, 2025 with Defects Notification Period (DNP) of six (6) months. The scope of the work included; Site clearing and topsoil stripping, runway, taxiway and apron earthworks to details, laying of pavement structural layers to runway, taxiways and apron, laying of asphalt culvert and drainage works, Installation of Windsock, casting of runway edge markers, fencing and preliminary items for mobilization, among others.

At the time of audit in November, 2025, it was observed that the project construction duration had elapsed, while the percentage of certified works amounted Kshs.124,926,340 (89%). Pending works include installation of solar, delivery of generator and delivery of furniture for materials laboratory.

8.6. Rehabilitation of Bute Airstrip at Wajir

Review of records revealed that the rehabilitation of Bute Airstrip was awarded to a firm at a contract price of Kshs.42,800,081, revised to Kshs.53,324,769. The contract duration was seventeen (17) months with a commencement date of 15 November, 2022 and original completion date of 15 February, 2024, revised to 18 April, 2024 with Defects Notification Period (DNP) of twelve (12) months.

The scope of the work included: Carry out a detailed topographical (Topo) survey for the airstrip, site clearance and top soil stripping, earthwork's excavation, hard material removal, earth work fills and pest control, reconstruction of runway, new taxiways and apron to murrum surfacing, construction of culverts and open drainage works, runway marking, Project signboard and Airport directional signs, installation of concrete edge

markers and windsock and installation of boundary perimeter fencing using galvanized welded razor mesh with diamond apertures.

At the time of audit in November, 2025, it was observed that the project construction duration has elapsed, while the percentage of certified works were at Kshs.31,462,408.84 (59%). Percentage of contract period elapsed was 109% with two extensions of time already issued.

8.7. Proposed Rehabilitation Works at Malindi Airport

Review of records revealed that the contract for the proposed rehabilitation works to prevent rainwater ingress at Malindi international airport was awarded to a firm at a contract sum of Kshs.9,437,4207 through tender dated 20 June, 2023, for a period of nine (9) months to 24 July, 2024 and later extended to 24 October, 2024. The works were not completed with the contractor unable to source and install a 16mm approved solar treated laminated glass. As per letter dated 25 March, 2025, the Authority served a notice of default for termination as the contractor had abandoned the site since June, 2024 and the lapsing of interim extension of time.

8.8. Supply and Installation of Standby Generators and Associated Works at Jomo Kenyatta International Airport

Review of procurement records revealed that through an open tender, a contract was awarded to a firm at contract sum of Kshs.147,960,078 and later varied to Kshs.162,360,078 for an initial contract period of fifty-two (52) weeks, commencing on 20 January, 2020; which was later revised to one hundred and thirteen (113) weeks ending 31 March, 2022. The contractor abandoned the site on 17 May, 2022 after 85% of the works had been completed and an amount Kshs.110,365,764 paid. Further, the Authority invited two (2) firms to bid for completion of the works. However, the two firms/bidders were all non-responsive to the procurement process and the tender was terminated.

In addition, for the third time the process on completion was undertaken through a tender which was responsive to complete the scope of the initial tender process. However, as a result of a power outage on 26 August, 2023, there was increased emergency need to commission the already delivered generators; hence a direct procurement was recommended for the pending works to a firm pursuant to Section 69(2) and Section 103(2)(d) of the Public Procurement and Asset Disposal Act, 2015 at a negotiated price of Kshs.47,821,533. The Project was to be undertaken for a period of three (3) weeks for Schedule I (implementation phase) and eight (8) weeks for schedule II (training). Schedule II was to start after commissioning and completion date was 3 November, 2023 for Schedule I and 29 December, 2023 for Schedule II. There were two extensions of time for Schedule I up to 29 February, 2024.

Further, Schedule I was completed and commissioned on 27 February, 2024. In addition, the contractor had organized training to be conducted in Dubai for a period of fourteen (14) days which was part of Schedule II. However, this was never achieved despite various instructions to the contractor and the factory technical training had not been

achieved. The contract with this firm was terminated on 9 May, 2025, following a default notice issued on 1 April, 2025. The reasons for termination being:

- (i) Non-performance of Phase II of the project comprising of training component.
- (ii) Refusal to renew the expired performance bond.
- (iii) Refusal to promptly adhere to Engineer's instructions and invitation to meetings.

As at the time of termination of the contract the training aspect had not been achieved.

In the circumstances, delayed implementation of the above projects may result to costs escalation, contract disputes, and negative impact on service delivery and lack of value for money incurred on the projects.

9. Avoidable Expenditure Incurred on Tseikuru Airstrip

Review of procurement records revealed that the Authority issued a tender advertisement on 17 August, 2021 for proposed runway rehabilitation, fencing, gatehouse, washrooms and borehole at Tseikuru Airstrip, which closed on 2 February, 2022. A notification of intention to enter a contract was thereafter issued on 13 July, 2022 for a bid price of Kshs.77,443,582 and the contractor signed and returned his acceptance of the offer on 20 July, 2022. However, before the contract could be signed, it was realized that there were outstanding land matters that had not been resolved and the contract could not be executed.

As a result, the Authority through a letter dated 30 May, 2024 recalled the notification for intention to enter into a contract. This led to the contractor lodging a claim first for Kshs.29,160,160 which was rejected and later for Kshs.2,290,781. This was evaluated and a recommendation for payment of Kshs.2,265,224 on 8 October, 2024 was awarded. This payment could have been avoided had the Authority ensured due process before award of the contract.

In the circumstances, the failure to carry out due diligence before contract advertisement led to loss of public funds.

10. Delay in Land Compensation at Malindi International Airport

During a physical inspection in Malindi International Airport (Malindi) in July, 2025, it was observed that there had been long outstanding delays in compensation of landowners and disputes in landownership. Although the land acquired at Kwa-Chocha has been fenced, the fencing was incomplete at a section where a building stands on the border. Further, a permanent structure within the perimeter wall was yet to be demolished.

In the circumstances, delay in the completion of the project denied the public the benefits that could have accrued from the completed project

The audit was conducted in accordance with ISSAI 3000 and ISSAI 4000. The standards require that I comply with ethical requirements and plan and perform the audit to obtain assurance about whether the activities, financial transactions and information reflected in the financial statements comply in all material respects, with the authorities that govern

them. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

REPORT ON EFFECTIVENESS OF INTERNAL CONTROLS, RISK MANAGEMENT AND GOVERNANCE

Conclusion

As required by Section 7(1)(a) of the Public Audit Act, 2015, based on the audit procedures performed, except for the effect of the matters described in the Basis for Conclusion on Effectiveness of Internal Controls, Risk Management and Governance section of my report, I confirm that nothing else has come to my attention to cause me to believe that internal controls, risk management and governance were not effective.

Basis for Conclusion

1. Weaknesses on System Applications and Product and Other ERPs

During the year under review, the Authority relied on System Applications and Product (SAP) and Other ERPs on various operations in the execution of its mandates. However, review of the systems revealed the following weaknesses:

1.1 Cars with Entry and Exit Logs with Zero Amount Paid

Review of the Parking Management System established instances of manual intervention at exit points. It was established that the Authority occasionally issues instructions permitting certain motorists, who had accessed the airport using entry tickets, to exit without making parking payments. In some cases, the Authority stamps the tickets and instructs Kenya Airports Parking Services (KAPS) to allow the bearers to exit without payment. This practice resulted in forty-three thousand four hundred and twenty (43,420) vehicles recorded in the system with zero payment amounts despite having corresponding entry time logs. Based on the applicable tariff rates, recalculations indicated that parking charges amounting to Kshs.35,329,290 may not have been levied on the vehicles.

1.2 Inconsistency Between Billed Amounts and Amano System Amounts

The Amano System is the automated Parking Management System used by KAPS to control vehicle entry and exit, record transactions, and facilitate parking fee collection. However, comparison of the billed amounts revealed a variance of Kshs.13,584,327 between the amounts in the collection reports sent to the Authority by KAPS and the amounts generated from the Amano System for the period under review.

In the circumstances, existence of effective systems on car park fee collections could not be confirmed.

2. Lack of an Approved Business Continuity Plan and Disaster Recovery Plan

During the year under review, the Authority lacked a formal Corporate Business Continuity Policy (BCP) and Disaster Recovery Plan (DRP). Although a draft BCP has

been developed, the ICT department has no approved BCP/DRP or standard operating procedures. Instead, only a revised draft plan was in place.

In the circumstances, the lack of a formal Business Continuity Policy (BCP) and Disaster Recovery Plan (DRP) exposes the organization to prolonged operational downtime and inefficiencies during disruptions, increasing the impact of future incidents.

3. Long Outstanding Vacancy in the Post of the Authority's Managing Director/Chief Executive Officer

Review of the Authority's Human Resource records revealed that since 26 August, 2023, the position for the Managing Director for the Authority has not been substantially filled to date. Three appointees had been appointed to serve on an acting capacity on different periods. The first two appointees acted for period of sixteen (16) and six (6) months respectively while third appointee is still acting for over four (4) months.

Further, review of the Board minutes held on 4 December, 2024 revealed that the Authority advertised for the position of Managing Director on 11 June, 2024. After the advertisement, several applications were received and processed. The shortlisted candidates were taken through the interview process and the interview results were recorded by the Board. However, the Board resolved that the position of Chief Executive Officer should be re-advertised because the candidates did not attain 80% which is the pass mark for the position. However, request for a resolution passed or documentary evidence showing that the pass mark for the position of the Chief Executive Officer was 80% was not provided for audit.

In addition, a re-advertisement of the position was done on 20 December, 2024. As a result of the re-advertisement, the Authority was sued on the grounds that the Authority ought to have filled the position from the initial applicants. The court granted conservatory orders on 3 January, 2025 restraining the respondents, their agents and or servants from recruiting, processing, interviewing and or appointing any person for the position of the Managing Director.

In the circumstances, the continued acting capacity of the Authority's Managing Director undermines the effectiveness and independency of the Authority's decisions process.

4. Inadequate Staffing

During the year under review, the Authority had an approved staff establishment of two thousand, six hundred and twenty-five (2,625) employees against staff in-post of two thousand, one hundred and eighty-seven (2,187) employees resulting to understaffing of four hundred and twenty-five (425) employees.

In the circumstances, the effectiveness and efficiency of the Authority in delivery of services could not be confirmed.

5. Weaknesses in Inventory Management

During the year under review, the Stores Officer did not, bi-annually report to the Head of the Procuring Function on obsolete or unserviceable stores. During the close of

financial year stock take, it was noted that the Jomo Kenyatta International Airport (JKIA) hardware store had not been fitted with firefighting equipment. The store was dump and stuffy from a drainage issue near the entrance. Further, the quarter three stock take report was not provided for review.

In the circumstances, the effectiveness of the Authority's internal control and governance on stock management could not be confirmed.

6. Annual Procurement Plan

During the year under review, the Authority did not provide for audit review the prepared and submitted quarterly reports on the implementation of the Annual Procurement Plan to the Cabinet Secretary.

In the circumstances, the effectiveness of internal controls on procurement could not be confirmed.

7. Weaknesses and Inefficiencies in Airports Operations

7.1 Weakness and Inefficiencies at Jomo Kenyatta International Airport-JKIA

Review of records and physical verification exercise undertaken in the month of August, 2025 at Jomo Kenyatta International Airport (Nairobi), revealed the following unsatisfactory matters;

7.1.1 Non- Operational Baggage Handling System/Luggage Conveyer Belt at JKIA – Terminal 1E and Terminal 2

It was observed that luggage conveyer belts installed at JKIA's Terminal 1E and Terminal 2 were not operational for the last three (3) months and one (1) year respectively. This led to massive inefficiency in airport operations resulting in passengers delays especially during the peak hours.

Further, review of the records revealed that although the baggage handling system was not operational, there was a running contract of Kshs.81,892,317 between the Authority and a firm for maintenance and service for the baggage handling system for Terminal 1E and Terminal 2.

7.1.2 Non-Functional Automatic Baggage Handling System (ABHS)

Review of records revealed that a firm was awarded the contract for supply, installation and configuration of an Automated Baggage Handling System (ABHS) at a cost of Kshs.1,465,212,795 exclusive of taxes. The ABHS was installed at Terminal 1A in 2013 and commissioned on July, 2015. However, physical inspection exercise carried out in August 2025 at Jomo Kenyatta International Airport revealed that the system failed in mid-2018 and since then it has never functioned optimally. Management engaged a firm for the maintenance and support of the system on 1 February, 2020 at a cost of Kshs.274,700,000. This firm was engaged to maintain the Electromechanical system and ICT components only and therefore the Screening component was not addressed. This

led to the Management using manual screening which is slow and cumbersome and could result to flight delays.

Further, the Authority engaged another firm on a contract dated 1 August, 2024 for three years maintenance service for baggage handling system at a cost of Kshs.169,938,240 inclusive of taxes. As at the time of the physical inspection, which was twelve (12) months later after the commencement of the contract, the Automated Baggage Handling System was still not functioning. This was occasioned by Management failure to enforce compliance with the contractual terms and lack of technical expertise in maintenance and service of the Baggage Handling Systems (BHS).

7.1.3 Dilapidated and Broken Property and Equipments

During a physical inspection carried at the Airport, it was observed that;

- (i) The floor at Terminal 1E was worn out with several pot holes patched with checker plates. The worn-out floor is a safety hazard to the passengers as well as the airport staff, especially as the terminal is built on a suspended platform.
- (ii) A security screening equipment at Terminal 1A was not functional.
- (iii) The escalators at Terminal 1A were not functional. The available alternative to the escalators is steep staircases which could pose a challenge to the aged and physically challenged passengers.
- (iv) The Heating, Ventilation and Air Conditioning (HVAC) system at the domestic departure lounge Terminal 2 was not sufficient and the lounge was very hot and not conducive for the passengers.
- (v) The ablution facilities at Terminal 2 were very few and usually strained during peak hours. The lack of adequate sanitation facilities could have adverse effects on environmental health and human dignity.
- (vi) There were unsecured and unattended confiscated custom goods at Terminal 2- International Arrivals and this poses danger and safety hazard to staff and passengers.

7.1.4 Prolonged Use of Temporary Terminal 2 and Terminal 1E Building

It was noted that the Terminal 1E and Terminal 2 buildings were put up as temporary terminals pending the development of a permanent terminal (Greenfield Project). Although, the temporary buildings were envisaged to be a stop gap measure; it is now fifteen (15) years later since erection of the temporary terminal building. The facilities have become overstretched and aging, leading to operational pressure on facilities such as the heating, ventilation and cooling system as well as the sanitation facilities.

7.1.5 Inefficient Motor Vehicle Traffic Management at the Drop off/Pick up Area

An evening and night physical inspection exercise undertaken in the month of August, 2025 at Jomo Kenyatta International Airport (Nairobi), revealed that the Airport

was very busy in the evening and late at night. However, the traffic management at the drop off/pick up area was very inefficient and passengers experienced a lot of delay and the congestion caused a lot of inconveniences.

7.1.6 Inefficient Electronic Point-Of-Sale (EPOS) Connectivity

Under the Concession Agreement, Article III, Clause 3(B) on Concession Fees states that the monthly concession fees must be verifiable through an electronic point-of-sale (ePOS) system, which the concessionaire is required to integrate. In addition, Clause 3(E) mandates that the concessionaire provide a redundancy link to ensure that, in the event of an ePOS system failure, all sales data is automatically captured once the system is restored. This measure is intended to prevent any loss of information that could compromise sales accuracy.

Under this contract, a firm implemented the ePOS connectivity between the firm providing car park services and the Authority's systems. The contract, valued at Kshs.40,547,233.40 (inclusive of taxes), covered installation and annual maintenance costs of Kshs. 5,366,995.20 per year (inclusive of taxes). It was a three-year agreement, effective from 15 July, 2020 and expiring on 15 July, 2023.

During the physical inspection, it was noted that while an electronic point-of-sale (ePOS) system was implemented as required under the Concession Agreement, the ePOS connectivity between car park service provider and the Authority, provided by the firm providing the connectivity expired on 15 July, 2024. Therefore, as at the audit date, no valid contract exists, making the system's operation unregulated and unsupported.

7.1.7 Shortage of Engineering / Technical Staff

During the physical inspection exercise carried out in month of August, 2025, it was noted that the Engineering Department was understaffed. This has led to challenges in operations and maintenance of equipment especially in the electrical section.

7.2 Weaknesses and Inefficiencies in Operations at Wilson Airport

During the physical inspections carried on 31 July, 2025 at Wilson Airport, several observations were made as indicated below:

7.2.1 Non-Operational Airport Security Screening Equipment

It was observed that only one (1) out of the two (2) security scanning machines was operational. This limited capacity may lead to significant inefficiencies in passenger processing, especially during peak hours, potentially causing delays and compromising airport operational efficiency.

7.2.2 Lack of a Terminal Building

It was observed that the terminal building in place could only accommodate approximately fifty (50) passengers at the departures waiting bay. It was also noted that a corridor was

the one being used in place of a proper terminal facility. This poses a risk of overcrowding, operational inefficiencies, and a poor passenger experience especially during peak hours.

7.2.3 Inefficiencies in the Airport Operations Database System

Management reported that the Airport Operations Database (AODB) System which integrates data from various airport systems, such as flight information display systems, baggage handling systems, resource management systems had been experiencing instances of prolonged system downtime lasting several months. The airport operation database system consolidates the above data into a single database and provides real-time updates to all airport stakeholders, including airlines, ground handlers and other airport operators. Therefore, unavailability of the system may lead to significant disruptions and inefficiencies, including flight delays and cancellations, ineffective resource allocation, and communication breakdowns between different airport stakeholders. This may result in financial losses for airlines and businesses, passenger dissatisfaction, and reputational damage for the airport.

7.2.4 Inadequate Parking Space-Motor Vehicles

There is insufficient space for parking of the motor vehicles within the airport which may lead to traffic congestion and reduced business for commercial establishments at the airport.

7.2.5 Grounded Aircrafts at the Parking Garage

The parking garage for aircrafts was congested as a result of ninety (90) grounded aircrafts occupying the apron space meant for parking of other aircrafts that are operating within the Airport. As a result, the airport is losing revenue because some of the grounded aircrafts are not paying for the parking fees.

7.3 Weaknesses and Inefficiencies in Operations at Moi International Airport

During the physical inspection exercise carried out in July, 2025 at Moi International Airport (Mombasa), the following issues were noted:

7.3.1 Non-Operational Luggage Conveyer Belt

The luggage conveyer belt at the airport was not operational. It was observed that the conveyer belt has not been in operation for the last three months. This had led to massive inefficiency in Airport operations. Airlines have been forced to engage more staff to carry the luggage physically. This had also affected the passengers due to delays caused by the inefficiency in operations.

7.3.2 Delay in Construction of Proposed Security Watch Towers Lot 2

On 16 August, 2019, the Authority contracted a firm to construct two (2) watchtowers at Ukunda Airstrip at a cost of Kshs.3,040,249 for a contract period of twelve (12) weeks. Due to unavailability of suitable space for construction of the two watchtowers, boundary dispute with the community and lack of GSU deployment within Kwale County, it was recommended that the project be relocated to Moi International Airport which has

dilapidated watchtowers that are unsafe for habitation. However, the following observations were noted:

- (i) The contractor abandoned the site and the works are incomplete, the contract validity expired and thus the objectives of the contract were never achieved.
- (ii) Management is yet to cash the performance bond as well as seek liquidated damages as a result of non-performance of the contract.

7.3.3 Stalled Construction of Crisis / Emergency Operations Centre

On 20 January, 2020, the Authority contracted a firm to carry out the works for construction of emergency operations centre at Moi international airport at a cost of Kshs.10,858,128 for a contract duration of six (6) months. A commencement date was not issued due to the outbreak of the Covid-19 pandemic until 5 May, 2022, when the contractor requested for a variation in Bill of Quantities as a result of increased prices over the two years period. This was not granted as the variation was 41% above the allowable 25% limit. As a result, the Head of Procurement recommended a direct procurement to be undertaken by a construction company.

A physical inspection carried in July, 2025 revealed that the works had not commenced and the contractor was not on site and the following audit observations were noted:

- i) The Management as per the professional opinion intends to carry out a direct procurement instead of an open tender which is more competitive for value for money.
- ii) The project objectives have not been achieved as a result of the long delay (5 years) in project commencement and implementation; especially as an emergency operations centre (EOC) which is a key facility required for the response and management of airport emergencies as guided by the International Civil Aviation Organization (ICAO).

7.3.4 Lack of Uninterrupted Power Supply Unit System (UPS)

It was noted that there was no uninterrupted power supply unit in place. This has led to challenges in operations especially during downtime in the electrical section.

7.3.5 Shortage of Engineering / Technical Staff

It was noted that the Engineering Department was understaffed. This has led to challenges in operations and maintenance of equipment especially in the electrical section.

7.4 Lack of Adequate Sanitation/Ablutions at Eldoret International Airport and Eldoret Airstrip

Physical inspection carried out at Eldoret International Airport and Eldoret Airstrip revealed that several schools pay and visit the Airport and Airstrip for educational trips. However, the capacity of the ablution blocks could not handle the huge numbers.

Further review and interviews conducted regarding the same revealed that the Management had planned and budgeted for the construction of a new ablution block to be able to accommodate all the guests and students but there were budgetary cuts.

7.5 Weaknesses and Inefficiencies in Operations at Ukunda Airstrip

During physical inspection in Diani Airstrip (Ukunda) in July, 2025, it was observed that the Airport did not have adequate and well paved parking area for the passengers and staff. It was observed that the designated parking lot was not paved and marked. The grounds were also dusty and not well compacted. This was inconveniencing passengers been dropped and picked at the airport.

Further, it was observed that the Airport was not adequately secured. There were mango trees and inhabited houses within the precincts of the airport land. Management disclosed that the process of compensation through the National Land Commission had not been concluded, thus the Airport fencing could not be completed.

In addition, it was observed that the airport lacked a security patrol road along the perimeter wall. This posed a challenge for swift access of the security team to conduct routine security patrols.

In the circumstances, the effectiveness and efficiency of the Authority in delivery of service could not be confirmed.

8 Enhancement of Governance Systems for Inter-Agency Related Expenditures

During the year under review, the Authority transferred a total of Kshs.21,228,000 to a Government Security Agency. However, a confirmation letter on the same was not provided by the Authority.

There is need, however, to enhance accountability of the expenditures through review of the directives to clearly define entities eligible for such expenditures and to specify why the provision of the same service could not be performed by the respective agency. Further, entities should establish internal oversight mechanisms and processes that include detailed budget projections and post-operation financial summaries to address risks and ensure responsible use and accountability of the funds.

The measures will strengthen governance, foster trust, and ensure funds are utilized in a transparent and accountable manner.

The audit was conducted in accordance with ISSAI 2315 and ISSAI 2330. The standards require that I plan and perform the audit to obtain assurance about whether effective processes and systems of internal controls, risk Management and overall governance were operating effectively in all material respects. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

Responsibilities of the Management and the Board of Directors

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and for maintaining effective internal controls as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error and for its assessment of the effectiveness of internal controls, risk management and governance.

In preparing the financial statements, Management is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Management is aware of the intention to cease operations.

Management is also responsible for the submission of the financial statements to the Auditor-General in accordance with the provisions of Section 47 of the Public Audit Act, 2015.

In addition to the responsibility for the preparation and presentation of the financial statements described above, Management is also responsible for ensuring that the activities, financial transactions and information reflected in the financial statements comply with the authorities which govern them and that public resources are applied in an effective way.

The Board of Directors is responsible for overseeing the Authority's financial reporting process, reviewing the effectiveness of how Management monitors compliance with relevant legislative and regulatory requirements, ensuring that effective processes and systems are in place to address key roles and responsibilities in relation to governance and risk management, and ensuring the adequacy and effectiveness of the control environment.

Auditor-General's Responsibilities for the Audit


My responsibility is to conduct an audit of the financial statements in accordance with Article 229(4) of the Constitution, Section 35 of the Public Audit Act, 2015 and the International Standards of Supreme Audit Institutions (ISSAIs). The standards require that, in conducting the audit, I obtain reasonable assurance about whether the financial statements as a whole are free from material misstatements, whether due to fraud or error and to issue an auditor's report that includes my opinion in accordance with Section 48 of the Public Audit Act, 2015. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

In conducting the audit, Article 229(6) of the Constitution also requires that I express a conclusion on whether or not in all material respects, the activities, financial transactions

and information reflected in the financial statements are in compliance with the authorities that govern them and that public resources are applied in an effective way. In addition, I consider the entity's control environment in order to give an assurance on the effectiveness of internal controls, risk management and governance processes and systems in accordance with the provisions of Section 7(1)(a) of the Public Audit Act, 2015.

Further, I am required to submit the audit report in accordance with Article 229(7) of the Constitution.

Detailed description of my responsibilities for the audit is located at the Office of the Auditor-General's website at: <https://www.oagkenya.go.ke/auditor-generals-responsibilities-for-audit/>. This description forms part of my auditor's report.


FCPA Nancy Gathungu, CBS
AUDITOR-GENERAL

Nairobi

23 December, 2025

APPENDICES

Appendix 1: Unresolved Prior Year Matters

No.	Financial Year	Audit Issue
1.	2023/2024	Failure to Collect Aeronautical Revenue
2.	2023/2024	Understatement of Non-Aeronautical Revenue
3.	2023/2024	Property, Plant and Equipment
3.1	2023/2024	Unsupported Land Acquisition
3.2	2023/2024	Parcels of Land in Dispute
4.	2023/2024	Misclassification of Court Award Balance
5.	2023/2024	Long Outstanding Trade and Other Receivables
6.	2023/2024	Long Outstanding Bank Reconciliation Items
7.	2023/2024	Unsupported Long-Term Loans
8.	2023/2024	Unreconciled Balance with Kenya Civil Aviation Authority
9.	2023/2024	Budgetary Control and Performance
10.	2023/2024	Contingent Liabilities
11.	2023/2024	Non-Compliance with the One-Third Basic Salary Rule
12.	2023/2024	Irregular Provisions for Staff Leave Allowance
13.	2023/2024	Non-Compliance with the Executive Order
14.	2023/2024	Non-Adherence to the Minimum Recruitment Criteria
15.	2023/2024	Failure to Update Mandatory Documents of the Board Members
16.	2023/2024	Stalled and Delayed Project Implementation
16.1	2023/2024	Runway Rehabilitation Phase II at Lokichoggio Airport
16.2	2023/2024	Rehabilitation of Kapenguria Airstrip
16.3	2023/2024	Rehabilitation of Tseikuru Airstrip (Phase II)
17.	2023/2024	Non-Compliance with the Acting Capacity Guidelines and Procedures
18.	2023/2024	Non-Compliance with the Defined Basic Salary Structure
19.	2023/2024	Weakness in the Management of Concession Agreements
19.1	2023/2024	Cargo Concession Revenue
19.2	2023/2024	Contracted Car Park Revenue Collection System
19.3	2023/2024	Ineffective Integration of Electronic Point of Sale System
20.	2023/2024	Weakness in Stock Management

16. Statement of Profit or Loss and Other Comprehensive Income for the Year ended 30th June 2024

		2024-2025	2023-2024
	Notes	Kshs' 000	Kshs' 000
REVENUES			
Operating Revenue	37(a)	20,849,447	21,936,646
Gain (/Loss) on Assets Disposal	37(b)	(18)	6,525
Other Income	38(a)	330,137	221,980
Amortisation Income	38(b)	732,063	696,136
TOTAL REVENUES		21,911,629	22,861,286
OPERATING EXPENSES			
Administrative Expenses	40(a) (iii)	(13,125,586)	(11,527,388)
Establishment Expenses	40(b)	(3,970,287)	(3,947,437)
Other Expenses	40(c)	(36,987)	(46,826)
TOTAL OPERATING EXPENSES		(17,132,860)	(15,521,652)
OPERATING PROFIT (LOSS)		4,778,768	7,339,634
Financial Income (Loss)	38 (c)	163,779	868,661
Financial Costs	39	(622,817)	(758,282)
PROFIT (LOSS) BEFORE TAXATION		4,319,731	7,450,013
TAX (EXPENSE)/INCOME	51	(533,749)	(957,256)
PROFIT (LOSS) AFTER TAXATION		3,785,982	6,492,757

17. Statement of Financial Position as at 30th June 2025

		2024-2025	2023-2024
	Notes	Kshs' 000	Kshs' 000
ASSETS & LIABILITIES:-			
Non-Current Assets			
Property, Plant and Equipment	41	1,027,412,452	1,030,172,588
Intangible Assets	42	62,000	49,138
Total Non-Current assets		1,027,474,452	1,030,221,726
Current Assets			
Inventories	43	248,721	200,830
Trade and Other Receivables	44(a)	14,456,747	16,076,348
Balances held in Reserve Accounts	45	3,311,366	3,167,983
Cash and Cash Equivalents	46(a)	5,389,451	4,845,696
Airstrips Fund Cash Balance	46(b)	1,743,717	2,312,407
Total Current assets		25,150,002	26,603,264
TOTAL ASSETS		1,052,624,454	1,056,824,990
EQUITY AND LIABILITIES			
Capital and Reserves			
Government Grant		15,143,761	15,626,746
Revaluation Reserve		981,821,767	982,853,756
Retained Earnings		35,461,212	33,441,688
Other comprehensive Income		-	52,793
Capital and Reserves		1,032,426,741	1,031,974,983
Non- Current liabilities			
Airstrip Fund	47	1,743,717	2,312,407
Long Term Loans	49	8,668,784	10,459,006
Deferred Tax Liability	52	1,144,347	1,773,877
Total Non-Current Liabilities		11,556,848	14,545,290
Current Liabilities			
Trade and Other Payables	48	5,809,081	6,071,677
Current Portion of Long Term Loan	49(b) & (c)	1,494,303	1,696,609
Provisions for Liabilities and Charges	50	1,337,481	2,536,430
Total Current Liabilities		8,640,865	10,304,716
TOTAL EQUITY AND LIABILITIES		1,052,624,454	1,056,824,990

The notes on pages 8 to 41 form an integral part of these financial statements. The financial statements on pages 1 to 4 were approved by the Board on 28.1.25 2025 and were signed on its behalf by:


 Hon. Caleb Kositany
 Chairman of the Board


 CPA Dr. Mohamud M Gedi
 Ag. Managing Director/ CEO
 ICPAK No: 24505

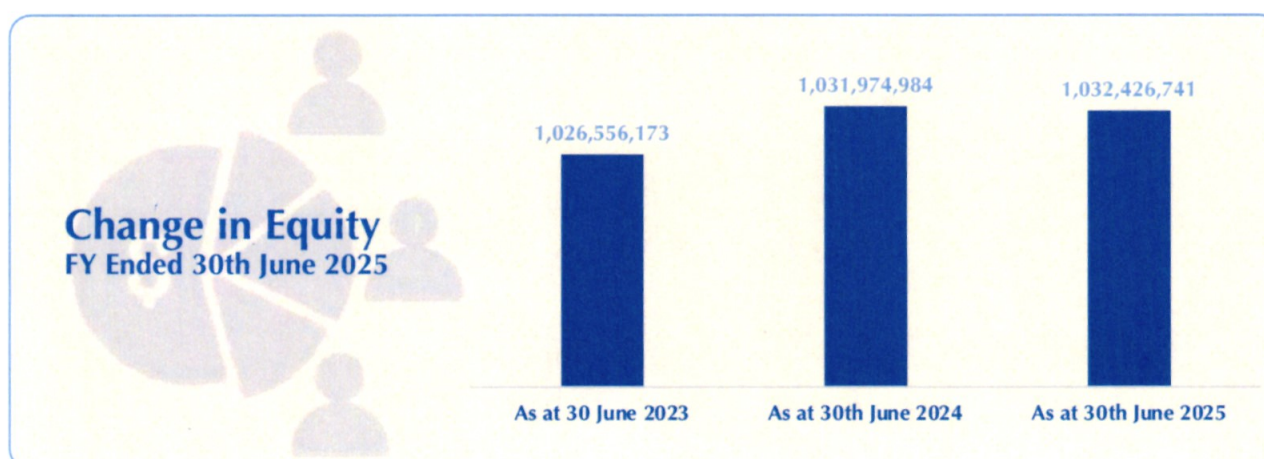

 CPA Carol Mwacharia
 Ag. General Manager Finance
 ICPAK No: 5729

18. Statement of Changes in Equity for the year ended 30th June 2025

	Government Grants	Revaluation Surplus	Retained Earnings	Restated - Other Comprehensive income	Total
	Kshs.'000	Kshs.'000	Kshs.'000	Kshs.'000	Kshs.'000
At 30th June 2023	16,259,916	981,408,540	28,887,717	-	1,026,556,173
Re-instatements					
Adjustment for Dep. eliminated on disposal- Adjustment for amortisation on recapitalization-			-		-
As at 30 June 2023	16,259,916	981,408,540	28,887,717	-	1,026,556,173
Amortization income for the year	(696,136)				(696,136)
Airstrip Funds	62,967				62,967
Other comprehensive income*	-			52,793	52,793
Revaluation of Assets- Biological Assets		1,445,216			1,445,216
Adjustment for prior year expenses			(17,745)		(17,745)
Adjustment for prior year Revenues			427,195		427,195
Prior year Tax Adjustments after Audit provision for Dividend 2023/2024			(1,698,236)		(1,698,236)
Profit for the year			6,492,757		6,492,757
At 30th June 2024	15,626,747	982,853,756	33,441,688	52,793	1,031,974,984
Amortization income for the year	(732,063)				(732,063)
Airstrip Funds	249,077				249,077
Land from GOK- Embu, Lokichogio & Embaksi					-
Other adjustments / Restatement			(1,666,458)	(52,793)	(1,719,251)
Revaluation of Assets- Biological Assets provision for Dividend 2024/2025		(1,031,989)			(1,031,989)
			(100,000)		(100,000)
Gain for the year	-	-	3,785,982	-	3,785,982
At 30th June, 2025	15,143,761	981,821,767	35,461,212	-	1,032,426,741

The notes on page 8 to 41 are an integral part of this financial statement

Summary



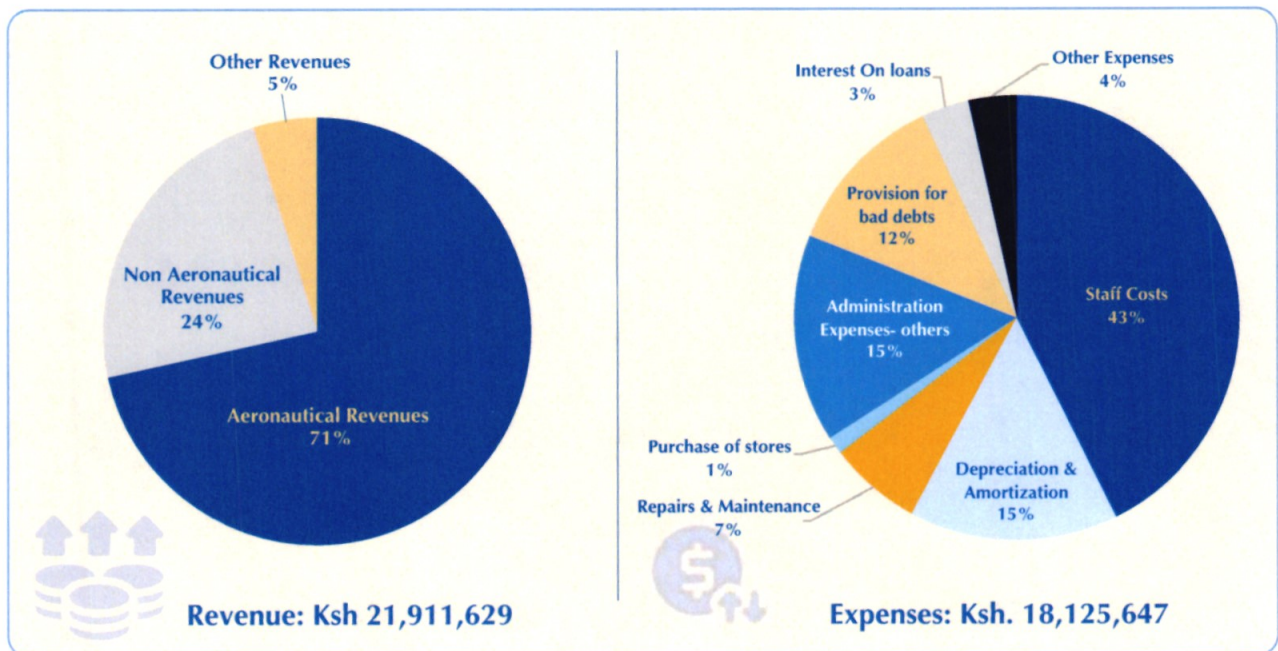
19. Statement of Cash Flows for the year ended 30th June 2025

		2024-2025	2023-2024
	Notes	Kshs.'000	Kshs.'000
Operating activities			
Cash generated from/ (used in) operations	53(a)	9,413,715	2,157,466
Interest received	38 (c)	145,557	266,309
Taxation paid		(1,028,503)	(928,859)
Net Cash generated from/ (used in) operating activities		8,530,769	1,494,916
Investing Activities			
Cash from Investing activities			
Purchase of Property, Plant and Equipment	41	(1,654,572)	(1,722,734)
Additions Intangible Assets	42	(32,543)	(44,157)
AUC transferred to operating expenses		(93,268)	12,214
Net Cash generated from/ (used in) investing activities		(1,780,383)	(1,754,677)
Financing activities			
Cash flow from Financing activities			
Repayment of World Bank loan	49(a)	(206,505)	(206,505)
Repayment of AFD loan	49(c)	(1,494,303)	(1,490,104)
Proceeds from long term borrowing from AFD Loan	49(c)	-	-
Proceeds from Airstrips Fund	47	500,203	421,350
Disbursement of Airstrips fund	47	(319,815)	(406,550)
Provisions Utilised during the year	50	(4,211,466)	(421,472)
Dividend Payment		(650,000)	-
Other comprehensive income		-	-
Net Cash generated from/ (used in) financing activities		(6,381,886)	(2,103,281)
Net Decrease (Increase) in cash and cash equivalents		368,500	(2,310,250)
Cash & cash equivalents at 1st July 2024		10,326,086	12,301,316
Effects of exchange rate changes	1	(250,053)	335,020
Cash and cash equivalents at 30th June 2025	53 (c)	10,444,534	10,326,086

20. Statement of Comparison of Budget and Actual amounts for the period ended 30th June 2025

	Original budget	Adjustments	Rationalised Final budget	Actual on comparable basis	Performance difference	% of utilization
	2024-2025		2024-2025	2024-2025	2024-2025	
	Kshs "000"		Kshs "000"	Kshs "000"	Kshs "000"	
Revenue						
Aeronautical Revenues	19,056,280	(2,564,682)	16,491,598	15,683,098	(808,500)	95%
Non Aeronautical Revenues	6,251,564	(203,615)	6,047,949	5,166,350	(881,600)	85%
Other Revenues	769,833	(50,000)	719,833	1,062,181	342,348	148%
Total Revenues	26,077,678	(2,818,297)	23,259,380	21,911,629	(1,347,752)	94%
Expenses						
Staff Costs	6,375,582	2,754,117	9,129,699	7,737,795	1,391,904	85%
Depreciation & Amortization	2,964,074	(182,996)	2,781,078	2,746,343	34,736	99%
Repairs & Maintenance	752,578	689,471	1,442,048	1,223,945	218,104	85%
Purchase of stores	185,733	298,699	484,432	235,804	248,628	49%
Administration Expenses- others	2,164,198	1,116,290	3,280,488	2,741,633	538,854	84%
Interest On loans	748,752	(48,000)	700,752	622,817	77,935	89%
	13,190,917	4,627,580	17,818,497	15,308,336	2,510,161	86%
forex (Gain)/loss	-	-	-	(18,222)	18,222	
Corporation tax	900,000	-	900,000.00	533,749	366,251	59%
Provision for bad debts	-	-	-	2,185,985	(2,185,985)	
Provision for obsolete stock	-	-	-	-	-	
Finance Charges	3,913	3,894	7,807	(145,557)		
VAT Expense	-	214,644	214,644	261,356	(46,712)	
Gain on disposal	-	-	-	-	-	
Total Expenses	14,094,830	4,846,118	18,940,948	18,125,647	295,687	96%
Net/Operating Profit/ (Loss)	11,982,848	(7,664,416)	4,318,432	3,785,982	532,450	88%
Capital Expenditure	6,620,678	1,549,765	8,170,443	3,373,132	4,797,311	41%

Summary



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NOTES TO THE FINANCIAL STATEMENTS





21. Notes to the Financial Statements

1. General Information

Kenya Airports Authority is established by and derives its authority and accountability from Kenya Airports Authority Act Cap 395. The entity is wholly owned by the Government of Kenya and is domiciled in Kenya. The entity's principal activity is to develop, maintain, operate, improve and regulate all aerodromes and other related facilities in Kenya.

For the Kenyan Companies Act reporting purposes, in these financial statements, the balance sheet is represented by the statement of financial position and the profit and loss account is presented in the statement of profit or loss and other comprehensive income.

2. Statement of Compliance & Basis of Preparation

The financial statements have been prepared in accordance with the PFM Act, the State Corporations Act and the International Financial Reporting Standards (IFRSs). The preparation of financial statements in conformity with International Financial Reporting Standards (IFRSs) allows the use of estimates and assumptions. It also requires management to exercise judgment in the process of applying the Authority's accounting policies.

Where necessary the comparative figures for the previous financial year 2023/2024 have been stated in the financial statements to conform to changes in presentation.

The financial statements were approved by the Board of Directors on 18th July 2025.

The accounting policies applied in the preparation of these financial statements are set out below. The Authority adopted all the new and revised IFRS as adopted by the PSASB and IASB that are relevant to its operations and are effective for accounting periods beginning on 1st January 2024.

The financial statements are prepared and presented in Kenya Shillings (Kshs), which is the functional and reporting currency of the Authority and all values are rounded to the nearest thousand (Kshs '000). The financial statements are prepared on historical cost basis except for the recognition at fair value of financial instruments, impaired assets at their estimated recoverable amounts and actuarially determined assets at their present value.

3. Application of New and Revised International Financial Reporting Standards (IFRS)

i) New and amended standards and interpretations in issue and effective in the year ended 30 June 2025

TITLE	DESCRIPTION	EFFECTIVE DATE
Amendments to IAS 1 titled Classification of Liabilities as Current or Non-Current (issued in January 2020, amended in October 2022)	The amendments, applicable to annual periods beginning on or after 1st January 2024, clarify a criterion in IAS 1 for classifying a liability as non-current: the requirement for an entity to have the right to defer settlement of the liability for at least 12 months after the reporting period.	The amendments are effective for annual periods beginning on or after January 1, 2024. Earlier application is permitted.
Amendment to IFRS 16 titled Lease Liability in a Sale and Leaseback (issued in September 2022)	The amendment, applicable to annual periods beginning on or after 1st January 2024, requires a seller-lessee to subsequently measure lease liabilities arising from a leaseback in a way that it does not recognise any amount of the gain or loss.	The amendments are effective for annual periods beginning on or after January 1, 2024. Earlier application is permitted.
Amendments to IAS 1 titled Non-Current Liabilities with Covenants (issued in October 2022)	The amendments, applicable to annual periods beginning on or after 1st January 2024, improve the information an entity provides about liabilities arising from loan arrangements for which an entity's right to defer settlement of those liabilities for at least twelve months after the reporting period is subject to the entity complying with conditions specified in the loan arrangement.	The amendments are effective for annual periods beginning on or after January 1, 2024. Earlier application is permitted.

(The Directors have assessed the applicable standards and amendments. Based on their assessment of impact of application of the above, they do not expect that there will be a significant impact on the company's financial statements)

ii) New and amended standards and interpretations in issue but not yet effective in the year ended 30 June 2025.

TITLE	DESCRIPTION	EFFECTIVE DATE
Amendments to the Classification and Measurement of Financial Instruments Amendments to IFRS 9 and IFRS 7	The amendments specify: <ol style="list-style-type: none"> i. when a financial liability settled using an electronic payment system can be deemed to be discharged before the settlement date. ii. how to assess the contractual cash flow characteristics of financial assets with contingent features when the nature of the contingent event does not relate directly to changes in basic lending risks and costs; and new or amended disclosure requirements relating to investments in equity instruments designated at fair value through other comprehensive income and financial instruments with contingent features that do not relate directly to basic lending risks and costs. 	1 January 2026

(The Directors have assessed the applicable standards and amendments. Based on their assessment of the impact of the application of the above, they do not expect that there will be a significant impact on the company's financial statements. Or the following has been assessed to be significant for the company and has been addressed as follows....)

TITLE	DESCRIPTION	EFFECTIVE DATE
IFRS 18 Presentation and Disclosure in Financial statements	The objective of IFRS 18 is to set out requirements for the presentation and disclosure of information in general purpose financial statements (financial statements) to help ensure they provide relevant information that faithfully represents an entity's assets, liabilities, equity, income and expenses.	The new standard is effective for annual periods beginning on or after January 1, 2027. Earlier application is permitted.

(The Directors do not plan to apply any of the above until they become effective. Based on their assessment of the potential impact of application of the above, they do not expect that there will be a significant impact on the company's financial statements).

iii) Early adoption of standards

The Entity did not early – adopt any new or amended standards in the financial year

4. Summary of Accounting Policies

The principal accounting policies adopted in the preparation of these financial statements are set out below:

a) Revenue recognition

Revenue is measured based on the consideration to which the entity expects to be entitled in a contract with a customer and excludes amounts collected on behalf of third parties. The entity recognizes revenue when it transfers control of a product or service to a customer.

- i. **Revenue from the sale of goods and services** is recognized in the year in which the entity delivers products to the customer, the customer has accepted the products and collectability of the related receivables is reasonably assured.
- ii. **Grants from National Government** are recognized in the year in which the entity actually receives such grants. Recurrent grants are recognized in the statement of comprehensive income. Development/capital grants are recognized in the statement of financial position and realised in the statement of comprehensive income over the useful life of the assets that has been acquired using such funds.
- iii. **Finance income** comprises interest receivable from bank deposits and investment in securities, and is recognized in profit or loss on a time proportion basis using the effective interest rate method.
- iv. **Dividend income** is recognized in the income statement in the year in which the right to receive the payment is established.
- v. **Rental income** is recognized in the income statement as it accrues using the effective interest implicit in lease agreements.
- vi. **Other income** is recognized as it accrues.

b) Depreciation and impairment of property, plant and equipment

a) Freehold land and capital work in progress are not depreciated. Capital work in progress relates mainly to the costs of ongoing but incomplete works on buildings and other civil works and installations. Depreciation on property, plant and equipment is recognized in the income statement on a straight-line basis to write down the cost of each asset or the re-valued amount to its residual value over its estimated useful life. The annual rates in use are:

	Rate
Freehold Land	Nil
Leasehold Land	Nil
Pavements (Runways, aprons, taxiways and roads)	4.0%
Permanent buildings	2.5%
Emergency Service Vehicles	10.0%
Other Motor vehicles	25.0%
Electrical -Mechanical Equipment	5.0%
Other Machinery	10.0%
Office Equipment, Furniture and Fixtures	20.0%
Computer and accessories	33.0%

21. Notes to the Financial Statements

Depreciation of these assets, on the same basis of other property assets commences when the assets are ready for intended use.

Items of property, plant and equipment are reviewed annually for impairment. Where the carrying amount of an asset is assessed as greater than its estimated recoverable amount, an impairment loss is recognized so that the asset is written down immediately to its estimated recoverable amount.

b) Change in accounting policy- depreciation on Leasehold land

Due to change in accounting policy, leasehold land will no longer be amortized over the lease period with effect from financial year 2023. The financial effects of the change therefore is that the annual amortization cost of 76 million will no longer be recorded.

c) Intangible assets

Software license costs and computer software that is not an integral part of the related hardware are initially recognized at cost, and subsequently carried at cost less accumulated amortization and accumulated impairment losses. Costs that are directly attributable to the production of identifiable computer software products controlled by the Authority are recognized as intangible assets. Amortization is calculated using the straight line method to write down the cost of each license or item of software to its residual value over its estimated useful life using an annual rate of 33.3%.



d) Amortization and impairment of intangible assets

Amortization is calculated on the straight-line basis over the estimated useful life of computer software of three years. All computer software is reviewed annually for impairment. Where the carrying amount of an intangible asset is assessed as greater than its estimated recoverable amount, an impairment loss is recognized so that the asset is written down immediately to its estimated recoverable amount.

e) Investment property

Buildings, or part of a building (freehold or held under a finance lease) and land (freehold or held under an operating lease) held for long term rental yields and/or capital appreciation, and which are not occupied by the entity, are classified as investment property under non-current assets. Investment property is carried at fair value, representing open market value determined periodically by independent external values. Changes in fair values are included in profit or loss in the income statement.

f) Finance and operating leases

Leases which confer substantially all the risks and rewards of ownership to the entity are classified as finance leases. Upon initial recognition, the leased asset is measured at an amount equal to the lower of its fair value and the present value of the minimum lease payments, and the asset is subsequently accounted for in accordance with the accounting policy applicable to that asset

All other leases are treated as operating leases and the leased assets are recognized in the statement of financial position to the extent of prepaid lease rentals at the end of the year. Payments made under operating leases are recognized in profit or loss on a straight-line basis over the term of the lease. Lease incentives received are recognized as an integral part of the total lease expense over the term of the lease.

g) Fixed interest investments (bonds)

Fixed interest investments refer to investment funds placed under Central Bank of Kenya (CBK) long-term infrastructure bonds and other corporate bonds with the intention of earning interest income upon the bond's disposal or maturity. Fixed interest investments are freely traded at the Nairobi Securities Exchange. The bonds are measured at fair value through profit or loss.

h) Inventories

Inventories are stated at the lower of cost and net realizable value. The cost of inventories comprises purchase price, import duties, transportation and handing charges, and is determined on the moving average price method.

h) Inventories

Inventories are stated at the lower of cost and net realizable value. The cost of inventories comprises purchase price, import duties, transportation and handing charges, and is determined on the moving average price method.

i) Trade and other receivables

Trade and other receivables are recognized at fair values less allowances for any uncollectible amounts. These are assessed for impairment on a continuing basis. An estimate is made of doubtful receivables based on a review of all outstanding amounts at the year end. Bad debts are written off after all efforts at recovery have been exhausted.

j) Taxation

Current tax

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the tax authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantially enacted as at the reporting date. Current income tax relating to items recognized directly in equity, in which case it is also recognized directly in equity.

k) Deferred income tax

Deferred income tax is provided using the liability method on all temporary differences arising between the tax bases of assets and liabilities and their carrying values for financial reporting purposes, using tax rates and laws enacted or substantively enacted at the balance sheet date and expected to apply when the related deferred income tax asset is realized or the deferred tax liability is settled. Deferred income tax assets are recognized only to the extent that it is probable that future taxable profits will be available against which temporary differences can be utilized. Recognized and unrecognized deferred tax assets are reassessed at the end of each reporting period and, if appropriate, the recognized amount is adjusted to reflect the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

l) Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and cash at bank, short-term deposits on call and highly liquid investments with an original maturity of three months or less, which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value. Bank account balances include amounts held at the Central Bank of Kenya and at various commercial banks at the end of the financial year. For the purposes of these financial statements, cash and cash equivalents also include short term cash imprests and advances to authorized public officers and/or institutions which were not surrendered or accounted for at the end of the financial year.



m) Borrowings

Interest bearing loans and overdrafts are initially recorded at fair value being received, net of issue costs associated with the borrowing. Subsequently, these are measured at amortized cost using the effective interest rate method. Amortized cost is calculated by taking into account any issue cost and any discount or premium on settlement. Finance charges, including premiums payable of settlement or redemption are accounted for on accrual basis and are added to the carrying amount of the instrument to the extent that they are not settled in the period in which they arise.

n) Trade and other payables

Trade and other payables are non-interest bearing and are carried at amortized cost, which is measured at the fair value of contractual value of the consideration to be paid in future in respect of goods and services supplied, whether billed to the entity or not, less any payments made to the suppliers period in which they arise. Loan interest accruing during the construction of a project is capitalized as part of the cost of the project.

o) Retirement benefit obligations

Defined Benefit Scheme

The Authority operates a defined benefit scheme for all its employees, funded by contribution from employees. The scheme defines the benefits an employee will receive on retirement. The assets of the scheme are held in a separate trustee administered scheme. The Authority's contributions are charged to the profit and loss account in the year to which they relate.

The Authority changed to Defined Contribution scheme from Defined Benefit scheme with effect from 1/7/2011 in accordance with the Treasury Circular No. 18/2010 dated 24th November 2010 based on the directive of this circular. Currently, Defined Benefit Scheme is in deficit hence cannot be wound-up until it is in surplus. Therefore, the Authority has two (2) Schemes in place, the Defined Benefit Scheme although closed for new membership and Defined Contribution Scheme.

The Authority also contributes to the statutory National Social Security Fund (NSSF). This is a defined contribution scheme registered under the National Social Security Act. The Authority's obligation under the scheme is limited to specific contributions legislated from time to time.

p) Provision for Staff leave pay

The estimated monetary liability for employees' accrued annual leave entitlement at the balance sheet date is recognized as an employment cost accrual. A provision is made for the estimated liability for annual leave at reporting date.

q) Exchange Rate Difference

Transactions during the year are converted into Kenya shilling at exchange rates ruling at the transaction dates. Monetary assets and liabilities, which are expressed in foreign currencies, are translated into Kenya shillings at exchange rates ruling at the balance sheet date. Revenue and Expense items in other currencies are translated into Kenya Shillings using the rate ruling at the transaction date. The resulting differences from conversion and translation are dealt with in the profit and loss account in the year in which they arise.

r) Offsetting

Financial assets and liabilities are offset and the net amount reported in the statement of financial position only when there is a legally enforceable right to set off the recognized amounts and there is an intention to settle on a net basis, or realize the asset and settle the liability simultaneously.

s) Provision for liabilities and charges

Provisions are recognized when the Authority has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made.

t) Biological Assets

The Biological assets comprise of trees that were planted at Eldoret International Airport and Eldoret Airstrip in the year 2006. The assets were valued by the Ministry of lands and are included in the financial statements.

u) Comparative figures

Where necessary, comparative figures for the previous financial year have been amended or reconfigured to conform to the required changes in presentation.

v) Subsequent events

There have been no events subsequent to the financial year end with a significant impact on the financial statements for the year ended June 30, 2025.



w) Related Party Policy

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial or operational decisions. Jointly controlled entities are also considered as related parties. The companies transact business with parties that are related by virtue of common directorship and/or ownership and jointly controlled entities.

The Authority's related parties include:

1. Key Management and Directors are in charge of decision making for the Authority
2. National Government: The Authority receives Grants and Funds to carry out projects.
3. Ministry of Roads and Transport- State Department for Transport The Ministry has a representative the Board of Directors.
4. Kenya Civil Aviation Authority and Tourism Promotion Fund who receive a share of Airport Passenger Service charge as per APSC act.

x) Significant judgments and key sources of estimation uncertainty

In the process of applying the accounting policies adopted by the Kenya Airports Authority, the directors make certain judgments and estimates that may affect the carrying values of assets and liabilities in the next financial period. Such judgments and estimates are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the current circumstances. The directors evaluate these at each financial reporting date to ensure that they are still reasonable under the prevailing circumstances based on the information available.

y) Going Concern: The financial statements have been prepared on a going concern basis on the belief that the Authority shall continue operations in the near future.

z) Impairment Losses: At each year end, the Authority reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated to determine the extent of the impairment loss. Where it is not possible to estimate the recoverable amount of an individual asset, management estimates the recoverable amount of the cash generating unit to which the asset belongs.

aa) Intangible assets, vehicles and equipment: Critical estimates are made by the management in determining the useful life for intangible assets, vehicles and equipment.

bb) Revaluation reserve: The revaluation reserve relates to the revaluation of certain items of property, plant and equipment. Further the Authority revalued Land during and biological assets (Trees) during the year 2021 and the revaluation surplus is included as indicated in the Statement of Changes in Equity, this is stated after transfer of excess depreciation net of related deferred tax to retained earnings. Revaluation surpluses are not distributable.

cc) Retained earnings: The retained earnings represent amounts available for distribution to the entity's shareholders. Undistributed retained earnings are utilised to finance the entity's business activities.

dd) Financial Instruments

Classification: The Authority classifies its financial instruments into the following categories: Loans and receivables, which comprise non-derivative financial assets with fixed or determinable payments that are not quoted in an active market, and exclude assets which the entity intends to sell immediately or in the near term or those which the entity upon initial recognition designates as at fair value through profit or loss or as available for sale financial assets.

Financial liabilities: which comprise all financial liabilities except financial liabilities at fair value through profit or loss.

ee) Risk management objectives and policies

Financial risk management

 **Credit Risk**

Credit risk refers to the risk that a counter party will default on its contractual obligations resulting in a financial loss to the Authority.

The credit risk exposures are classified in three categories;

- Fully performing
 - Past due
 - Impaired
- i. Credit risk on Fixed, Call and Reserves with banking institutions is managed by dealing with institutions with good credit ratings. Credit risk on concessions,
- ii. Tenancies and similar business transactions is mitigated through requirement for performance guarantees issued by financial institutions with good credit ratings.

Credit Risk

Credit risk on Trade Receivables is managed by ensuring that credit is extended to customers with an established credit history. The credit history is determined by taking into account the financial position, past experience and other relevant factors.

21. Notes to the Financial Statements

Credit is managed by setting the credit limit and credit period for each customer. The maximum exposure of the Authority to credit risk as at the balance sheet date is as follows:

	Fully Performing Kshs'000	Past due but not Impaired Kshs'000	Past due and Impaired Kshs'000	Total Kshs'000
30th June 2025				
Trade receivables	9,574,783		12,287,237	21,862,020
Other receivables	4,881,964		78,790	4,960,754
Fixed Deposits, Call Deposits & Treasury Bills	4,509,721			4,509,721
Reserve Account	3,311,366			3,311,366
Cash at bank	2,623,448			2,623,448
Gross Financial Assets	24,901,282	-	12,366,027	37,267,309
30th June 2024				
Trade receivables	10,598,022		10,101,252	20,699,274
Other receivables	5,238,734		78,790	5,317,524
Fixed Deposits, Call Deposits & Treasury Bills	5,205,311			5,205,311
Reserve Account	3,167,983			3,167,983
Cash at bank	1,952,792			1,952,792
Gross Financial Assets	26,162,842	-	10,180,042	36,342,884

	2025 Kshs'000	2024 Kshs'000
Past due and Impaired		
As at 30th June		
Bad Debts	12,287,237	10,101,252
Term Deposits -Prudential Bank	<u>78,790</u>	<u>78,790</u>
	<u>12,366,027</u>	<u>10,180,042</u>

ee) Risk management objectives and policies (Continued)**i) Credit Risk (Continued)**

An impairment provision of Kshs 12.4 Billion (2024: Kshs. 10.18 Billion) is held against the impaired receivables. The Authority does not hold any collateral against the past due or impaired receivables. The management continues to actively follow up past due and impaired receivables.

ii) Liquidity risk

Liquidity risk is the risk that the Kenya Airports Authority will encounter difficulty in meeting obligations associated with financial liabilities. The board has developed a risk management framework for the management of the Authority's short, medium and long-term liquidity requirements thereby ensuring that all financial liabilities are settled as they fall due. The Authority manages liquidity risk by continuously reviewing forecasts and actual cash flows, and maintaining banking facilities to cover any shortfalls.

The table below summarizes the maturity analysis for financial liabilities to their remaining contractual maturities at the reporting date.

	Within 12 months	Over 12 months	Total
	Kshs'000	Kshs'000	Kshs'000
Year ended 30th June 2025			
Trade payables	4,523,559		4,523,559
Other payables	91,140	1,194,382	1,285,522
Interest bearing Loans	1,494,303	8,668,784	10,163,087
Total	6,109,002	9,863,166	15,972,168
Year ended 30th June 2024			
Trade payables	4,863,178		4,863,178
Other payables	62,871	1,198,421	1,261,292
Interest bearing Loans	1,696,609	10,459,006	12,155,615
Total	6,622,658	11,657,427	18,280,085

ee) Risk management objectives and policies (Continued)**iii) Market risk**

Market risk is the risk that the fair value or future cash flows of financial instruments will fluctuate because of changes in market price and comprises three types of risks: currency risk, interest rate risk.

Interest rate risk: The Authority is exposed to cash flow interest risk on its variable rate borrowings because of changes in market interest rates. The Authority manages this exposure by maintaining a high interest cover ratio, which is the extent to which profits are available to service borrowing costs. If the interest rates on the Authority's borrowings at the year-end were to increase/decrease by 1% percentage points, with all other factors remaining constant, the post-tax profit would be lower/higher by Kshs. 6.2 Million (**2024: Kshs. 7.58 Million**) respectively.

Price Risk: The Authority does not hold investment that would be subject to price risks: hence this risk is not relevant.

Foreign currency sensitivity risk: The Authority has foreign currency denominated bank accounts and it also transacts in foreign currency. The Authority receives US\$ denominated receipts as part of its revenue. These receipts are banked in dollar denominated bank accounts. The Authority mitigates against foreign exchange risks: By negotiating contracts based on the available currency (Dollar/KES). Secondly loans are negotiated and maintained in dollar equivalent to hedge against foreign exchange risk fluctuations.

The carrying amounts of the Authority's foreign currency denominated monetary assets at the balance sheet date are as follows:

As at	Kshs'000	Kshs'000
	30 th June 2025	30 th June 2024
Financial Assets		
Bank and cash balances	2,113,151	3,937,544
Term deposits	3,276,300	697,537
Trade receivables	17,762,252	13,984,335
Sub Total	23,150,703	18,619,416
Financial liabilities		
Trade payables	788,337	628,123
Long Term Loans	9,072,576	10,408,554
Sub Total	9,860,913	11,036,676
Net exposure	14,078,127	7,582,740

21. Notes to the Financial Statements

ff) Capital Risk Management

The objective of the entity's capital risk management is to safeguard the Board's ability to continue as a going concern. The entity capital structure comprises of the following funds:

	2024/2025 Kshs '000	2023-2024 Kshs '000
Revaluation reserve	981,821,767	982,853,756
Retained earnings	35,461,212	33,441,688
Capital reserve	15,143,761	15,626,747
Total funds	1,032,426,741	1,031,974,983
Total borrowings	10,613,087	12,155,615
Less: cash and bank balances	(10,444,534)	(10,326,086)
Net debt/(excess cash and cash equivalents)	281,447	1,829,529
Gearing	0.03%	0.18%

Incorporation

Kenya Airports Authority is incorporated in Kenya under the Kenya Airports Authority Cap 395 and is domicile in Kenya.

Events after Reporting Period

There were no material adjusting and non-adjusting events after the reporting period.



21. Notes to the Financial Statements *continued*

	2024-2025	2023-2024
REVENUES	Kshs' 000	Kshs.'000
37(a) Operating Revenue		
Aeronautical Revenue		
Airport Passenger Service Charge Fund	10,503,832	10,893,475
Landing and Parking	4,525,637	5,084,557
Airbridge Charges	315,122	356,756
Fuel Uplift	318,601	328,344
Other Aeronautical Revenue	19,906	16,979
Total Aeronautical Revenue	15,683,098	16,680,111
Non Aeronautical Revenue		
Rentals	1,297,346	1,304,103
Concessions	3,687,264	3,805,720
Security Passes Income	173,123	146,179
Other Non aeronautical revenue	8,617	532
Total Non Aeronautical Revenue	5,166,350	5,256,535
Total Operating Revenue	20,849,447	21,936,646
37(b) Gain (/Loss) on Assets Disposal		
Gain/(loss) on assets disposal	(18)	6,525
Note: The loss was due to sale of obsolete ICT equipment during the year		
38 (a) Other Income		
Interest on Staff Loans	2,043	1,511
Fines and Penalties	5,464	2,843
Utility Recoveries	284,295	180,193
Other Income	38,335	37,434
	330,137	221,980
38 (b) Amortization Income		
Amortization Income	732,063	696,136
	732,063	696,136
38 (c) Financial Income (Loss)		
Investment Income	126,517	186,629
Bank Interest	19,040	79,680
Exchange gain (loss) on Forex	18,222	602,352
	163,779	868,661
39 Financial Costs		
Interest Expense	622,817	758,282
	622,817	758,282

21. Notes to the Financial Statements *continued*

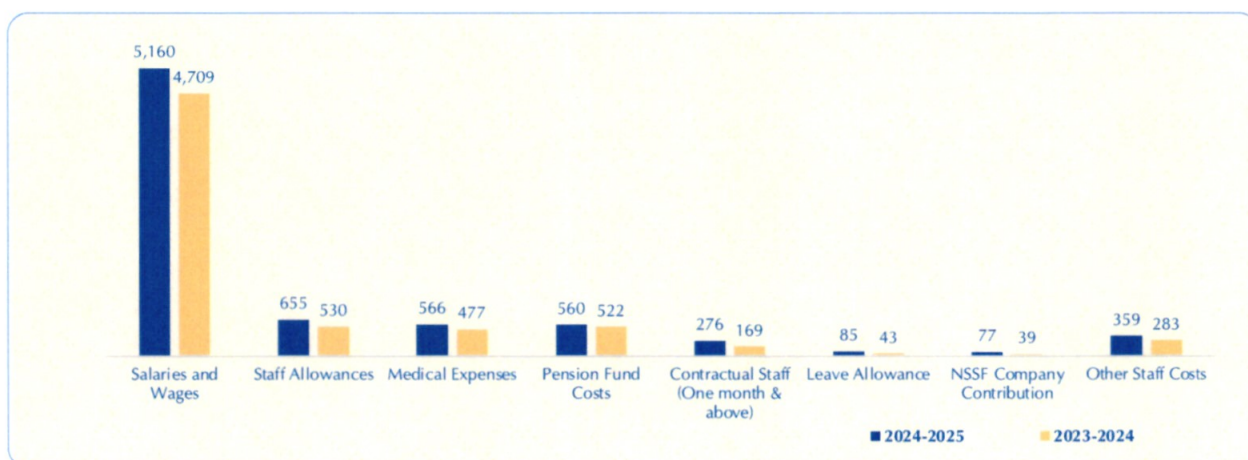
Profit/Loss before tax expenses/income

	2024-2025	2023-2024
	Kshs' 000	Kshs.'000
40 (a) Administrative Expenses		
i) Staff Costs -Note 40 (d)	7,737,795	6,771,347
ii) Other Administrative expenses		
Electricity and Water	792,640	946,927
Communication services and supplies	57,624	38,998
Transportation, Travelling and Subsistence	70,367	91,612
Advertising, Printing , Stationery and Photocopying	60,391	58,704
Marketing and Promotion Expenses	90,636	125,059
Staff Training Tuition and Subsistence	56,797	129,206
Insurance costs	181,461	178,362
Bank charges	7,718	3,159
KRA Commission	237,399	225,844
Legal Fees	149,128	68,549
Consultancy Fees	230,184	161,902
Stores consumed	235,804	273,745
Cleaning Services	361,245	374,992
Environmental Preservation	115,762	115,606
VAT Expense	261,356	139,804
Provision for bad debts	2,185,985	1,431,302
Provision for Obsolete Stocks	-	(1,903)
Other Operating Expenses	293,296	394,173
	5,387,791	4,756,041
iii) Administrative Expenses	13,125,586	11,527,388
40(b) Establishment Expenses		
Repairs and Maintenance	1,223,945	1,357,243
Depreciation of property, plant and Equipment	2,726,662	2,578,864
Intangible Assets	19,681	11,331
	3,970,287	3,947,437
40(c) Other Expenses		
Directors' Expenses	34,957	44,826
Audit Fees	2,030	2,000
	36,987	46,826

21. Notes to the Financial Statements *continued*

	2024-2025	2023-2024
	Kshs.' 000	Kshs.'000
40 (d) Staff Costs		
Salaries and Wages	5,159,646	4,709,364
Staff Allowances	655,437	529,934
Medical Expenses	565,567	476,592
Contractual Staff (One month & above)	276,125	169,231
Housing Levy Contribution	70,537	52,164
Leave Allowance	84,896	42,626
Gratuity Payment	33,150	11,119
Pension Fund Costs	560,279	521,975
NSSF Company Contribution	77,217	38,851
Group Life Insurance Costs	70,847	74,192
Group Personal Accident (GPA)	21,812	20,922
Staff Welfare & Union Activities	5,765	
Fringe Benefits Tax on Staff Loans	14,706	13,820
Other Staff Costs	141,813	110,556
	7,737,795	6,771,347
Description		
Permanent Employees-Management S6 – S10	225	240
Contracted Employees - Management S6 – S10	12	11
Permanent Employees-Unionisable S1-S5	1486	1559
Contracted employees-Unionisable S1-S5	466	253
Total	2189	2063

Summary: Staff Costs (2024-2025 vs 2023-2024)- Kshs.'000,000



21. Notes to the Financial Statements *continued*

	Freehold land	Biological Assets (Trees)	Leasehold land	Capital Work in Progress	Pavements and Buildings	Plant, Machinery, & Motor Vehicles,	Office Equip. Furniture and Fittings	TOTAL
2024	Kshs.'000	Kshs.'000	Kshs.'000	Kshs.'000	Kshs.'000	Kshs.'000	Kshs.'000	Kshs.'000
41 Property, Plant & Equipment								
COST OR VALUATION								
At July 1, 2023	900,763		987,420,546	4,465,930	42,198,230	19,079,575	3,154,619	1,057,219,660
Additions				1,089,762	251,117	190,087	191,768	1,722,734
Transfers				(2,600,578)	2,108,682	340,346	151,549	-
Reclassification to Provisions								-
Transfer from AUC								-
Transfer to Intangible assets from AUC								-
Valuation		1,445,216						1,445,216
Capitalised from acquisition								-
Transfer to Operating expenses				(12,214)				(12,214)
Transfer to Intangible assets from acquisition				(44,157)				(44,157)
Write off - Greenfield Costs								-
Disposal						(79,084)	(26,589)	(105,673)
At June 30, 2024	900,763	1,445,216	987,420,546	2,898,743	44,558,029	19,530,924	3,471,347	1,060,225,575
DEPRECIATION								
At July 1, 2023			1,774,159	-	15,270,924	7,609,513	2,922,677	27,577,281
Charge for the year					1,480,402	984,855	113,607	2,578,864
Eliminated on disposal								-
Revaluation								-
Post capitalisation								-
Eliminated on retirement								-
Eliminated on disposal						(77,325)	(25,833)	(103,158)
At June 30, 2024			1,774,159	-	16,751,326	8,517,044	3,010,450	30,052,973
NET BOOK VALUE								
At June 30, 2024	900,763	1,445,216	985,646,387	2,898,743	27,806,703	11,013,880	460,897	1,030,172,589
2025								
COST OR VALUATION								
At July 1, 2024	900,763	1,445,216	987,420,546	2,898,743	44,558,029	19,530,924	3,471,347	1,060,225,568
Additions				1,503,017	7,687,22	68,258	75,609	1,654,572
Transfers				(962,641)	454,645	408,190	99,807	(0)
Retirement							(754)	(754)
Transfer from AUC								-
Transfer to Intangible assets from AUC				(32,543)				(32,543)
Valuations		(1,031,989)						(1,031,989)
Capitalised from acquisition				(19,081)				(19,081)
Transfer to Operating expenses				(93,268)				(93,268)
Transfer to Airstrip Fund								-
Transfer to Retained Earnings				(510,876)				(510,876)
Disposal								-
At June 30, 2025	900,763	413,227	987,420,546	2,783,351	45,020,361	20,007,371	3,646,008	1,060,191,639
DEPRECIATION								
At July 1, 2024			1,774,159	-	16,751,326	8,517,044	3,010,450	30,052,979
Charge for the year					1,545,323	1,001,863	179,476	2,726,662
Eliminated on disposal							(465)	(465)
At June 30, 2025			1,774,159	-	18,296,649	9,518,907	3,189,461	32,779,176
NET BOOK VALUE								
At June 30, 2024	900,763	413,227	985,646,387	2,783,351	26,723,712	10,488,464	456,547	1,027,412,464
At June 30, 2024	-				2,120,368	1,769,784	2,806,930	6,697,082
At June 30, 2025	-				2,124,280	3,208,593	2,914,641	8,247,515

During the year, the value of trees (biological assets) reduced to Kshs. 413 million following revaluation by the Kenya Forest Service. The trees had earlier been capitalised using the Ministry of Land and Physical Planning, valuation report at Kshs. 1.4 Billion. An increase of Kshs. 204,127 Million from the Revaluation of Pavements & Buildings. The Authority retained the existing policy of maintaining the pavements & buildings at cost-based capitalisation. Revalued Leasehold Land Kshs. \$ 986,545 million has been adopted in the balance sheet with no amortisation, as per policy. In 2011/2012, assets under the classes of motor vehicles, machinery and equipment, office equipment, furniture, and fittings were valued by Chapter Property Ltd, a registered valuer. A loss on Revaluation due to impairment of Kshs. 796,509,710 was w/off to the reserves. Assets of Kshs 8,247,515 had been fully depreciated as of the close of the year. These assets are, however, still in use by the Authority. Capital works in progress related to Lanet Airstrip construction, Ukunda Runway Rehab, Lamu Apron Rehab, Ongoing Malindi Land Acquisition Cost paid to NLC, JKIA T2BC water ingress, Renovation of state pavilion, ongoing Security enhancements and Various Airstrips ongoing works etc

21. Notes to the Financial Statements *continued*

	2024-2025	2023-2024
	Kshs' 000	Kshs.'000
42 Intangible Assets		
Cost		
At 1st July	1,544,360	1,500,203
Transfers from AUC	32,543	-
Additions during the year	-	44,157
At end of the year	1,576,903	1,544,360
Amortisation		
At 1st July	1,495,222	1,483,892
Charge for the year	19,681	11,331
At end of the year	1,514,903	1,495,222
Net book amount		
At end of the year	62,000	49,138

- Intangible assets comprise costs incurred on acquisition of computer software.
- Amortisation is calculated on a straight line basis over estimated useful life not exceeding three years.
- Intangible Assets of Kes. 1.514 Billion have been fully amortised but are still in use.

	2024-2025	2023-2024
	Kshs' 000	Kshs.'000
43 Inventories		
Inventories comprises:-		
Hardware	28,960	18,649
Electrical, Electronics & Electro-Mechanical	50,578	41,521
Stationery & Office Supplies	117,437	76,844
Petrol, Oil and Lubricants	8,777	19,125
Motor Vehicles Spares	869	869
Environment & Cleaning Materials	1,081	463
Fire & rescue spares	41,019	43,358
Inventory-Obsolete Stocks	8,958	8,958
	257,679	209,788
Less provision for obsolete stock	(8,958)	(8,958)
	248,721	200,830

- Inventories are stated at the lower of cost and net realisable value.
- The cost of inventories comprises purchase price, import duties, transportation and handling charges and is determined on the moving average price method.

14

STATEMENT OF DIRECTOR'S RESPONSIBILITIES

Section 81 of the Public Finance Management Act, 2012 and section 14 of the State Corporations Act Cap 446 and KAA Act, Cap 395, require the Directors to prepare Financial Statements in respect of KAA, which give a true and fair view of the state of affairs of the KAA at the end of the financial year and of the operating results for that year. The Directors are also required to ensure that KAA keeps proper accounting records, which disclose with reasonable accuracy, its financial position. They are also responsible for safeguarding the assets of KAA.

The Directors are responsible for the preparation and presentation of the KAA's financial statements, which give a true and fair view of the state of affairs of the Authority for and as at the end of the financial year ended on June 30, 2025. This responsibility includes:

- i. Maintaining adequate financial management arrangements and ensuring that these continue to be effective throughout the reporting period.
- ii. Maintaining proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Authority.
- iii. Designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements, and ensuring that they are free from material misstatements, whether due to error or fraud.
- iv. Safeguarding the assets of the Authority.
- v. Selecting and applying appropriate accounting policies.
- vi. Making accounting estimates that are reasonable in the circumstances.

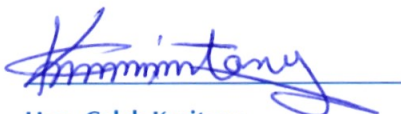
The Directors responsibility for the Authority's financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with International Financial Reporting Standards (IFRS), and in the manner required by the PFM Act, 2012 and the State Corporations Act Cap 446.

The Directors are of the opinion that the Authority financial statements give a true and fair view of the state of Authority's transactions during the financial year ended June 30, 2025, and of the Authority's financial position as at that date. The Directors further confirm the completeness of the accounting records maintained for the Authority, which have been relied upon in the preparation of the Authority's financial statements as well as the adequacy of the systems of internal financial control.

Nothing has come to the attention of the Directors to indicate that the entity will not remain a going concern for at least the next twelve months from the date of this statement.

Approval of the financial statements

The Kenya Airports Authority financial statements were approved by the Board on 28/8/2025 2025 and signed on its behalf by:



Hon. Caleb Kositany
Chairman of the Board



CPA Dr. Mohamud M Gedi
Accounting Officer



13

REPORT OF THE DIRECTORS

The Directors submit their report together with unaudited financial statements for the year ended 30 June 2025, which disclose the state of affairs of the corporation.

i) Principal Activities

The principal activities of Kenya Airports Authority are:

- i. To construct, operate and maintain aerodromes and other related facilities;
- ii. To construct or maintain aerodromes on an agency basis on the request of any Government department;
- iii. To provide such other amenities or facilities for passengers and other persons making use of the services or the facilities provided by the Authority
- iv. Construct any other necessary or desirable works required for the purposes of the Authority;
- v. Control the construction and use of prescribed aerodromes;
- vi. Carry on any business that may be necessary or desirable for the purposes of the Authority and act as an agent for the Government in the provision of any agreed functions;
- vii. Acquire, construct, manufacture, maintain or repair any works, plants or apparatus necessary or desirable for the purposes of the Authority;
- viii. Determine, impose and levy rates, charges, dues or fees for any services performed by the Authority, or for use by any person of the facilities provided by the Authority, or for the grant
- ix. to any person of a license, permit or certificate.

ii) Results



Net Profit for the year of Kshs. 3.31 billion

(2024: Net Profit of Kshs 6.49 billion) has been added to retained earnings.

iii) Directors

The Directors who served during the year and to the date of this report are set out on pages x-xv.

iv) Auditors

The Auditor-General is responsible for the statutory audit of the Kenya Airports Authority in accordance with Article 229 of the Constitution of Kenya and the Public Audit Act 2015.

By order of the Board

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Ms Frida Mbugua
Corporation Secretary/ Secretary to the Board

Date: 23TH AUGUST 2025

21. Notes to the Financial Statements *continued*

	2024-2025	2023-2024
	Kshs' 000	Kshs.'000
44(a) Trade and Other Receivables		
Trade receivables (Note 40 b)	21,862,020	20,699,274
Term Deposit	78,790	78,790
Prepayments - Others	1,271,372	1,455,512
Staff receivables	153,572	154,587
Other Taxes Prepaid	1,499,658	2,939,368
Prepaid Corporation Tax	1,957,362	928,859
Gross trade and other receivables	26,822,774	26,256,390
Provision for bad and doubtful receivables - Note 44 (b)	(12,287,237)	(10,101,252)
Investment Provisions -Note 44 (c)	(78,790)	(78,790)
Provision for other unrecoverable receivables	-	-
Total provisions	(12,366,027)	(10,180,042)
Net trade and other receivables	14,456,747	16,076,348
44(b) Bad Debts Provision (Specific)		
As at July 1	10,101,252	8,669,644
Additions	2,185,985	1,431,608
As at June 30	12,287,237	10,101,252
Trade receivables are recognised and carried at original invoice amount less specific provisions for uncollectable debts		
44 (c) Term Deposits		
As at July 1	78,790	78,790
As at June 30	78,790	78,790

21. Notes to the Financial Statements *continued*

	2024-2025	2023-2024
	Kshs' 000	Kshs' 000
45 Balances held in Reserve Accounts		
Barclays Bank Paris-AFD Loan Reserve Account	3,081,543	3,099,619
ABSA Kenya-AFD Loan Debt Service A/C	229,822	68,363
	3,311,366	3,167,983

These are cash balances held in both Barclays Bank (Paris) and ABSA Bank (Kenya) under special security arrangements with Agence Francaise De Developpement in respect of servicing of the long term loan for Jomo Kenyatta International Airport rehabilitation, and Moi International Airport pavements and Expansion projects. These funds are not available for day to day operations of the Authority.

46(a) Cash and Cash Equivalents

Cash in hand and at bank	2,113,151	1,635,391
Call Deposits	913,111	370,272
Fixed Deposits	2,363,190	2,840,033
	5,389,451	4,845,696

Included in the fixed deposits is an amount equivalent to Kshs 775 Million for 2024/2025 and Kshs. 899 Million for 2023/2024 financial years for AFD fund. These funds are not available for day to day operations of the Authority.

46(b) Airstrips Fund Cash Balance

Cash at bank	510,297	317,401
Treasury Bills	1,233,420	1,995,006
	1,743,717	2,312,407

47 Airstrip Fund

As at beginning of the year	2,312,407	2,360,574
Received during the year	173,000	221,500
Interest earned	327,203	199,850
Total Receipts	2,812,610	2,781,924
Airport disbursements (GOK grants)	(249,078)	(62,967)
Cash Call Back	(500,000)	-
Airstrip disbursements	(319,815)	(406,550)
As at end of the year	1,743,717	2,312,407

21. Notes to the Financial Statements *continued*

	2024-2025	2023-2024
	Kshs' 000	Kshs.'000
48 Trade and Other Payables		
Trade Payables	4,523,559	4,810,385
Security Deposits	445,880	384,932
Tax Liability	60,305	21,006
Retention payable	748,502	813,489
Staff Creditors	30,835	41,865
	5,809,081	6,071,677
49 Long Term Loans		
World Bank Loan -Note 49(a)	1,540,556	1,747,061
AFD Loan -Note 49(c)	9,072,576	10,408,554
	10,613,131	12,155,615
Due within one year	1,494,303	1,696,609
Due after one year	9,118,828	10,459,006
49(a) World Bank Loan		
Balance b/f	1,747,061	1,953,566
Repayments during the year	(206,505)	(206,505)
Total loan outstanding	1,540,556	1,747,061
less: Reclassified KAMP Loan to Grant	(450,044)	
less: Amounts due in the year	-	(206,505)
Balance c/f	1,090,511	1,540,556

21. Notes to the Financial Statements *continued*

	2024-2025	2023-2024
	Kshs' 000	Kshs.'000
49(b) Analysis of World Bank loan per project		
Northern Corridor Transport Improvement Project	990,427	1,187,732
Kenya Transport Sector Support Projects	100,084	109,284
Kenya Aviation Modernization Project	450,044	450,044
	1,540,556	1,747,061
less: Reclassified KAMP Loan to Grant	(450,044)	-
less: Amounts due during the year	-	(206,505)
	1,090,511	1,540,556

The Northern Corridor Transport Improvement loan is denominated in Kenya Shillings with a duration of 23 years from 2004, a grace period of 8 years and 5% interest rate per annum.

The Kenya Transport Sector Support Project loan is denominated in Kenya shillings with a duration of 23 years from 2011, a grace period of 8 years and interest rate of 5% per annum

Kenya Aviation Modernisation Project: This was an advance given by the World Bank to finance consultancy services for rehabilitation of existing passenger terminal facilities at JKIA (unit 1B, C, and D buildings), Nairobi.

49(c) Agence Francaise De Developpement (AFD) Loan

Balance as at 1st July	10,408,554	12,719,319
Amount Received	-	-
Exchange (Gain)/Loss	158,325	(820,662)
Loan Repayment	(1,494,303)	(1,490,104)
Total loan outstanding	9,072,576	10,408,554
less: Amount due during the year	(1,494,303)	(1,490,104)
Balance c/f	7,578,273	8,918,450

Agence Francaise De Developpement were co-financiers in the construction of Terminal 1A and a multi-storey car park which were part of the expansion and upgrade of facilities project at Jomo has a duration of 20 years from 2011, a grace period of 5 years and interest rate at libor plus 2.75% per annum.

Agence Francaise De Developpement also funded the rehabilitation of Moi International Airport airside. The related USD 66 million principal loan has a duration of 20 years from 2014 with a grace period of 5 years and interest rate at Libor plus 3.78% per annum.

21. Notes to the Financial Statements *continued*

	Dividend Kshs.'000	Leave Pay Kshs.'000	Others Kshs.'000 Note	Total Kshs.'000
50. Provision for liabilities and charges				
At 1st July 2024	650,000	27,395	1,859,035	2,224,722
At end of year	650,000	27,395	1,859,035	2,536,430
Less: current portion	-	-	-	-
Non current portion	650,000	27,395	1,859,035	2,536,430
At 1st July 2024	650,000	27,395	1,859,035	2,536,430
Net increase charged to profit and loss	100,000	18,570	3,543,947	3,662,517
Utilized during the year	(650,000)	(21,231)	(4,190,235)	(4,861,466)
At 30th June, 2025	100,000	24,735	1,212,747	1,337,482

Breakdown of other provisions	Kshs'000
Other provisions (Engineering projects)	233,733
Provision for legal fees	375,393
Provision for Utilities	(13,124)
Provision for Fuel Hydrant	615,265
Provision for Audit fees	1,478
Total Other Provisions	1,212,745

21. Notes to the Financial Statements *continued*

	2024-2025	2023-2024
	Kshs' 000	Kshs.'000
51 Tax expense/ Income Tax		
Balance Sheet		
Balance b/wd	(600,941)	(606,817)
Charge for the year	1,163,279	934,735
Paid during the year	(1,028,503)	(928,859)
Balance c/wd	(466,165)	(600,941)
Profit and Loss account		
Current Tax at 30% on the taxable profit for the year	1,163,279	934,735
Deferred Taxation charge/(credit) (note 52)	(629,530)	22,521
Tax Expense/Income	533,749	957,256

The income tax based on accounting profit before taxation differs from the theoretical amount that is computed using the applicable tax rate as follows:

Accounting profit before taxation	4,319,731	7,450,013
Tax applicable rate of 30%	1,295,919	2,235,004
Tax effects of:		
Net (revenue)/expense not deductible for tax purposes	(1,028,779)	(1,517,731)
(Reversing)/originating temporary differences	(629,530)	22,521
	(362,390)	739,794

52 Deferred Tax Liability

Deferred income tax is calculated using the income tax rate of 30%
The movement on the deferred income tax account is as follows:-

Balance at the beginning of the year	(1,773,877)	(1,751,356)
Charged/(credited) to Profit or Loss	629,530	(22,521)
At end of year	(1,144,347)	(1,773,877)

21. Notes to the Financial Statements *continued*

53. Notes to the Statement of Cashflows

	2024-2025	2023-2024
	Kshs' 000	Kshs.'000
53(a) Reconciliation of operating profit/ (loss) to cash generated from / (used in) operations		
Operating profit before tax	4,319,731	7,450,013
Depreciation and Amortization Expense	2,746,343	2,590,195
Amortization Income	(732,063)	(696,136)
Gain /(Loss) on Disposal of property, plant and equipment	18	(6,525)
Net Exchange loss/ (gain) on Forex	(480,196)	(1,564,147)
Interest received	(145,557)	(266,309)
Material Inventory (loss) & Price Difference	(2,912)	83,988
Provisions	3,562,517	83,180
Provisions for bad debts	2,185,985	1,431,302
Operating profit/(loss) before working capital changes	11,453,865	9,105,561
(Increase)/decrease in inventories	(47,891)	(80,066)
(Increase)/decrease in trade and other receivables	(1,729,662)	(6,685,245)
Increase/(decrease) Trade payables and accruals	(262,596)	(182,785)
	(2,040,150)	(6,948,096)
Cash generated from/(used in) operations	9,413,715	2,157,466
53(b) Analysis of changes in loans		
Balance at beginning of the year	12,155,615	14,672,886
Receipts during the year	-	-
Exchange(Gain)/Loss	158,325	(820,662)
Repayments during the year	(1,700,808)	(1,696,609)
Balance at end of the year	10,613,131	12,155,615
53(c) Analysis of cash and cash equivalents		
Balances held in Reserve Accounts	3,311,366	3,167,983
Short term deposits - KAA Fund	3,276,300	3,210,305
Cash at hand and bank - KAA funds	2,113,151	1,635,391
Treasury Bills - Airstrip fund	1,233,420	1,995,006
Cash at hand and bank - Airstrip Fund	510,297	317,401
Balance at end of the year	10,444,534	10,326,086

21. Notes to the Financial Statements *continued*

	2024-2025	2023-2024
	Kshs' 000	Kshs.'000
54. Related Party Disclosures		
Transactions between the Authority and its related parties are as stated below:		
a) Directors Expenses		
Remuneration	960	640
Other Expenses	33,997	44,187
	34,957	44,826
b) Key Management Compensations		
Salary	93,681	92,649
Other Benefits	26,253	29,485
	119,934	122,134
c) Ministry of Transport, Infrastructure, Housing, Urban development and Public works		
Grants disbursed through the Ministry of Transport , Infrastructure, Housing, Urban development and Public works		
Airstrip Funds	173,000	221,500
d) Kenya Civil Aviation Authority (KCAA) & Special Tourism Promotion Fund (STPF)		
Amount paid to KCAA	3,109,511	3,925,043
Amount paid to Special Tourism Promotion Fund	4,124,582	3,272,039
Total Paid	7,234,093	7,197,082
e) National Intelligence Services		
Amount Paid	-	10,000
f) Ministry Of Defence		
Amount Paid	21,228	411,394
55. Commitments		
Letters of Credit	469,738	95,626

21. Notes to the Financial Statements *continued*

56. Contingent liabilities (Kshs 10.31 billion)

1. Pending cases in court

These are pending court cases involving KAA and other third parties. The amounts claimed by the petitioners are estimated at Kshs. 6.39 billion. The following are summaries of the main cases: -

- i. Doch company Ltd : The claim of Kshs. 955,275,371 is anchored in a dispute involving the refurbishment of Nanyuki Airstrip. The contractor seeks a declaration that the termination of contract was unlawful, null and void with no legal effect and an injunction restraining the Authority from continuing with or carrying out any civil works at the airstrip. The arbitration was concluded and award ready as advised by the arbitrator on 18/02/2022. The award was released to the Authority on 18/03/2025 of Kshs 1,251,109,308. The Authority through the external Counsel is considering filing an application to the High Court for setting aside of the award with a deadline of 16th June 2025.
- ii. KAA/JKI A/CS/752 VOL. 1(12) Relief & Mission Logistics Vs K A A. The plaintiff is seeking to be paid Kshs. 719,712,373.28 as compensation for termination of contract for concession agreement for passenger transfer services at JKIA on 15th May, 2015. The Arbitral Award of Ksh 150,871,247 plus interest was issued on 4th February 2021, total award plus interest was Kshs 222,071,497. The Attorney General's legal advisory was issued on 3rd May, 2021 advising the Authority to set aside the award. The Authority has filed an application at the High Court to challenge the award and seeking to set aside the same.
- iii. Baseline Architects Ltd & 3 others vs KAA. An arbitral award of Kshs. 404,870,293 was given against the Authority in 2013. The Authority has filed an appeal seeking to set aside the arbitral award.
- iv. Roder Hts: The contractor is claiming Euro- 1,381,514 (Kshs.191,845,145) for unpaid certificate, extension of time, demurrage charges and interest on delayed payments. The arbitration proceedings are in process and is yet to be concluded.
- v. Sino Hydro Corporation Kshs. 1,532,491,071 relates to the runway capacity and ILS upgrade and rehabilitation of aircraft pavement works at JKIA demanded by the contractor for the work done and disputed taxes.
- vi. Sogea Satom/Razel BEC JV: The Contractor has lodged claims amounting to Kshs 365,981,694= million relating to works done on Rehabilitation of Airside Pavements and Airfield Ground Lighting at MIA. The matters are at different stages of adjudication by the Dispute Board, arbitration and negotiation for an amicable resolution.

2. Disputed pending contracts/claims include the following

- i. CATIC: The Contractor has lodged claims amounting to Kshs 2,051,117,363 million relating to works done on JKIA's apron stands, arrival and departure terminals (T1A) and interest thereon.
- ii. China Overseas Engineering Group Co. Ltd- Claim of Kshs 388,087,164 for final account which is disputed by the Authority as the consultant and the contractor did not agree on the measurements.
- iii. Halane Construction - Claim of Kshs 861,300,952 on rehabilitation of Wajir International Airport. The claim evaluated by the Authority's technical team and CIT to be Kshs. 359,205,625.05 inclusive of taxes.
- iv. Kenya Civil Aviation Authority – Claim of Kshs 31,715,002 for delivery of training services.
- v. Ashitiva Advocates LLP – Claim of Kshs 29,396,287 being fees for services delivered and reimbursables in their contract as transaction advisors for the privately initiated proposal for construction of a new passenger terminal building and associated works at JKIA.

57. Currency

The financial statements are presented in Kenya Shillings Thousands.

58. Staff levels

The number of persons employed by the Authority as at 30th June 2025 was 2,189 (2023/2024- 2,063).

59. The closing rate of exchange as at 30th June, 2025 was Kshs.129.2343 per 1 USD

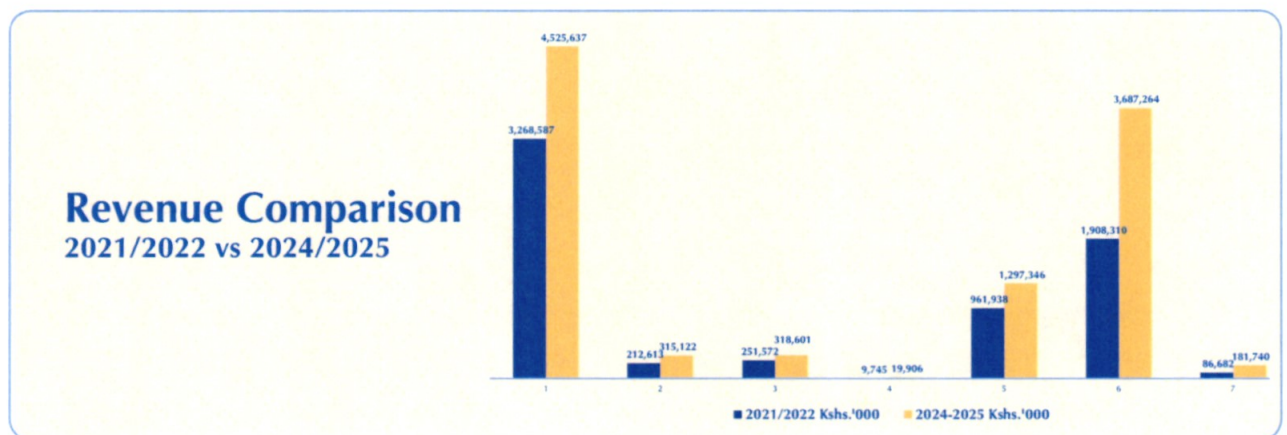


ADDITIONAL INFORAMTION

22. Additional Information

Five year Financial and Statistical Records

	2020/2021	2021/2022	2022/2023	2023/2024	2024-2025
	Kshs.'000	Kshs.'000	Kshs.'000	Kshs.'000	Kshs.'000
Aeronautical Revenue					
Landing and Parking	2,375,671	3,268,587	3,926,973	5,084,557	4,525,637
Airbridge Charges	132,965	212,613	267,167	356,756	315,122
Fuel Uplift	193,505	251,572	288,493	328,344	318,601
Other Aeronautical Revenue	3,549	9,745	12,579	16,979	19,906
Rentals	876,281	961,938	982,884	1,304,103	1,297,346
Concessions	1,195,172	1,908,310	2,504,250	3,805,720	3,687,264
Other Non aeronautical revenue	261,897	86,682	75,323	146,711	181,740
Airport Passenger Service Charge	2,194,152	5,517,493	7,883,351	10,893,475	10,503,832
Total Operating Revenue	7,233,193	12,216,940	15,941,021	21,936,646	20,849,447
Other Revenue					
Other income	182,552	170,679	178,644	228,505	330,118
Amotisation income	974,239	900,715	900,882	696,136	732,063
Financial Income	52,318	(247,548)	(1,386,890)	868,661	163,779.22
	8,442,302	13,040,785	15,633,656	23,729,947	22,075,408
Financial Costs	440,660	651,287	734,756	758,282	622,817
Staff Costs	4,649,295	4,805,090	5,530,399	6,771,347	7,737,795
Other Administrative expenses	7,733,356	3,042,560	3,577,153	4,756,041	5,387,791
Repairs and Maintenance Expenses	753,275	776,831	1,080,145	1,357,243	1,223,945
Depreciation and Amortization Expenses	2,821,172	2,763,189	3,064,847	2,590,195	2,746,343
Othe Costs	9,329	19,917	5,358,459	46,826	36,987
	16,407,086	12,058,875	19,345,758	16,279,934	17,755,677
Profit Before Tax	(7,964,784)	981,911	(3,712,102)	7,450,013	4,319,731
Taxation	1,291,777	(938,583)	(492,213)	(957,256)	(533,749)
Profit After Tax	(6,673,007)	43,328	(4,204,315)	6,492,757	3,785,982



22. Additional Information *continued*

Five year Financial Performance

	2020/2021	2021/2022	2022/2023	2023/2024	2024-2025
	KSHS'000	KSHS'000	KSHS'000	KSHS'000	KSHS'000
ASSETS & LIABILITIES:-					
<i>Non-Current Assets</i>					
Property, Plant and Equipment	52,420,326	51,455,247	1,029,642,388	1,030,172,588	1,027,412,452
Intangible Assets	111,916	37,139	16,312	49,138	62,000
Operating Lease	-	-	-	-	-
Total Non-Current assets	52,532,242	51,492,386	1,029,658,699	1,030,221,726	1,027,474,452
<i>Current Assets</i>					
Inventories	90,954	105,353	120,763	200,830	248,721
Trade and Other Receivables	12,497,039	12,493,254	10,158,325	16,076,348	14,456,747
Reserve Account	728,038	289,838	2,970,254	3,167,983	3,311,366
Cash and Cash Equivalents	4,778,236	6,446,050	6,970,488	4,845,696	5,389,451
Airstrips Fund Cash Balance	2,193,600	2,473,782	2,360,574	2,312,407	1,743,717
Deferred Tax Asset	156,385	-	-	-	-
Total Current assets	20,444,252	21,808,278	22,580,404	26,603,264	25,150,002
TOTAL ASSETS	72,976,495	73,300,664	1,052,239,103	1,056,824,990	1,052,624,454
EQUITY AND LIABILITIES					
<i>Capital and Reserves</i>					
Government Grant	17,399,655	16,780,395	16,259,916	15,626,746	15,143,761
Revaluation Reserve	989,839	989,839	981,408,540	982,853,756	981,821,767
Retained Earnings	33,044,685	33,091,914	27,288,902	33,441,688	35,461,212
Other comprehensive Income	-	2,497	-	52,793	-
Capital and Reserves	51,434,180	50,864,646	1,024,957,358	1,031,974,983	1,032,426,741
<i>Non- Current liabilities</i>					
Airstrip Fund	2,193,600	2,473,782	2,360,574	2,312,407	1,743,717
Long Term Loans	12,034,359	11,923,240	13,250,548	10,459,006	8,668,784
Deferred Tax Liability	-	130,461	1,751,356	1,773,877	1,144,347
Total Non-Current Liabilities	14,227,959	14,527,483	17,362,478	14,545,290	11,556,848
<i>Current Liabilities</i>					
Trade and Other Payables	3,521,657	4,394,290	6,272,207	6,071,677	5,809,081
Current Portion of Long Term Loan	1,024,307	1,053,837	1,422,338	1,696,609	1,494,303
Provisions for Liabilities and Charges	2,768,392	2,460,408	2,224,721	2,536,430	1,337,481
Total Current Liabilities	7,314,356	7,908,535	9,919,266	10,304,716	8,640,865
TOTAL EQUITY AND LIABILITIES	72,976,494	73,300,664	1,052,239,102	1,056,824,990	1,052,624,455

22. Additional Information *continued*

Aircraft (No.)

Airport/Airstrip	2020/2021	2021/2022	2022/2023	2023/2024	2024-2025
Jomo Kenyatta Int. Airport	57,905	86,119	99,279	109,885	123,058
Moi Int. Airport	15,875	23,946	26,956	28,127	28,771
Eldoret Int. Airport	5,852	7,604	6,328	6,314	6,639
Wilson Airport	65,512	86,641	88,599	87,670	83,855
Kisumu Int. Airport	6,640	11,998	10,924	11,124	11,079
Malindi Airport	7,641	12,237	14,722	15,230	17,766
Lokichoggio Airport	971	1,255	813	375	272
Wajir Airport	4,024	3,715	6,577	7,328	6,270
Manda Airstrip	3,355	4,998	3,768	3,421	4,429
Ukunda Airstrip	4,885	9,059	9,000	9,272	8,436
Isiolo Airport	272	271	388	318	351
Other Airstrips	7,829	11,382	14,091	15,530	14,266
Total	180,761	259,225	281,445	294,594	305,192

Passengers (No.)

Airport/Airstrip	2020/2021	2021/2022	2022/2023	2023/2024	2024-2025
Jomo Kenyatta Int. Airport	2,563,491	5,398,201	7,395,105	8,629,261	8,913,853
Moi Int. Airport	646,498	1,193,545	1,482,047	1,663,196	1,689,054
Eldoret Int. Airport	164,142	273,212	265,743	292,869	303,189
Wilson Airport	383,953	753,264	778,555	760,634	656,536
Kisumu Int. Airport	298,189	543,685	538,545	560,690	580,446
Malindi Airport	133,308	242,690	230,481	227,975	223,345
Lokichoggio Airport	898	1,339	997	645	932
Wajir Airport	51,296	65,906	60,873	63,953	69,996
Manda Airstrip	61,724	104,435	95,029	93,656	133,964
Ukunda Airstrip	126,683	242,344	197,476	226,101	216,300
Isiolo Airport	541	784	1,125	1,222	1,253
Other Airstrips**	43,072	73,541	101,820	142,090	166,139
Total	4,473,795	8,892,946	11,147,796	12,662,292	12,955,007

Freight (Kgs)

Airport/Airstrip	2020/2021	2021/2022	2022/2023	2023/2024	2024-2025
Jomo Kenyatta Int. Airport	342,728,719	366,154,468	367,229,796	391,791,491	392,571,735
Moi Int. Airport	1,475,494	2,675,182	2,151,347	4,249,008	6,207,925
Eldoret Int. Airport	12,879,372	11,237,071	8,296,158	1,645,994	5,123,417
Wilson Airport	-	-	83,428	28,029	11,406
Kisumu Int. Airport	-	-	-	-	-
Malindi Airport	-	-	-	-	-
Wajir Airport	-	-	-	-	-
Manda Airstrip	-	-	-	-	-
Ukunda Airstrip	-	-	-	-	-
Kisumu Int. Airport	-	1,522	-	5,000	-
Lokichoggio Airport	-	76,333	99,610	38,821	-
Isiolo Airport	15,325	12,401	-	-	-
Total	357,098,910	380,156,977	377,860,339	397,758,343	403,922,299

- Kitale, Lodwar, Eldoret, Kabunde, Kakamega, Nanyuki & Migori

22. Additional Information *continued*

Detailed analysis of the cash and cash equivalents

			ADJUSTMENTS		CASH BOOK BALANCE
RESERVE ACCOUNTS			30th June 2025	30th June 2025	30th June 2025
Name of the Bank	Bank Account Number	Currency	Kshs.	Kshs.	Kshs.
BBK RES Current (USD) Main A/C-0500000340	0500000340	USD	1,553,396,286	-	1,553,396,286
ABSA KENYA(USD) Main A/C -2021464654	2021464654	USD	424,409,119	-	424,409,119
ABSA D/SERVICE Current (USD) Main A/C-2021464751	2021464751	USD	499,887	-	499,887
ABSA RES Current (USD) Main MIA A/C-2032129067	2032129067	USD	70,204,176	-	70,204,176
ABSA D/SERVICE Current(\$)/MIA Main A/C-2032129091	2032129091	USD	379,873	-	379,873
ABSA Current(\$)/Main MIA A/C-2032129156 OPERATIONAL	2032129156	USD	158,738,455	-	158,738,455
BB PARIS RESERVE USD (MIA)-0050000342	0500000342	USD	1,103,737,809	-	1,103,737,809
TOTAL			3,311,365,605	-	3,311,365,605
CASH IN HAND & AT BANK					
ABSA KENYA	2022988088	KES	256,723,895	(74,876,784)	181,847,111
NATIONAL BANK OF KENYA	01003058234200	KES	204,006,788	(58,299,787)	145,707,001
NATIONAL BANK OF KENYA	02003058234700	USD	180,349,295	499,094	180,848,388
KENYA COMMERCIAL BANK	1108348521	KES	320,392,799	-	320,392,799
KENYA COMMERCIAL BANK	1128430460	USD	357,097,531	-	357,097,531
CITIBANK	300090001	KES	117,348,671	38,000	117,386,671
CITIBANK	300090012	USD	42,570,171	-	42,570,171
CITIBANK - JKIA	300090613	KES	(12)	-	(12)
CITIBANK - MIA	300090621	KES	1,002,500	-	1,002,500
ABSA KENYA	2029771084	USD	744,941,831	17,584,552	762,526,384
EQUITY BANK	1480262341391	KES	937,942	-	937,942
EQUITY BANK	1480262341788	USD	3,040,771	-	3,040,771
CO-OPERATIVE BANK	01141177937400	KES	10,000	-	10,000
CO-OPERATIVE BANK	2101547274001	USD	(363,266)	-	(363,266)
STANBIC BANK	0100015200248	KES	10,167	-	10,167
STANBIC BANK	0100015200256	USD	126,890	-	126,890
SIDIAN BANK		KES	9,640	-	9,640
SIDIAN BANK		USD	-	-	-
CASH IN HAND		KES	163	-	163
TOTAL			2,228,205,776	(115,054,925)	2,113,150,850
CALL DEPOSIT					
KENYA COMMERCIAL BANK	CALL	USD	258,468,600	-	258,468,600
HF COMPANY OF KENYA	CALL	KES	344,479,995	-	344,479,995
EQUITY BANK	CALL	USD	310,162,320	-	310,162,320
TOTAL			913,110,915	-	913,110,915
FIXED DEPOSITS					
HF COMPANY OF KENYA	MORTGAGE	KES	672,478,150	-	672,478,150
ABSA BANK	Fixed Deposit	USD	-	-	-
KENYA COMMERCIAL BANK	Fixed Deposit	USD	-	-	-
CO-OPERATIVE BANK	Fixed Deposit	USD	436,191,064	-	436,191,064
SIDIAN BANK	Fixed Deposit	USD	258,468,600	-	258,468,600
EQUITY BANK	Fixed Deposit	USD	656,868,573	-	656,868,573
FAMILY BANK	Fixed Deposit	USD	339,183,174	-	339,183,174
TOTAL			2,363,189,562	-	2,363,189,562
AIRSTRIP					
FAMILY BANK	068000008283	KES	98,938	-	98,938
STANDARD CHARTERD BANK	0104098894801	KES	452,197,762	58,000,000	510,197,762
CENTRAL BANK OF KENYA - TREASURY BILLS	Treasury Bills	KES	1,233,419,887	-	1,233,419,887
TOTAL			1,685,716,588	58,000,000	1,743,716,588
TOTAL			10,501,588,444	(57,054,925)	10,444,533,519

Debit balances of **KES 12.00** and **KES 363,266 (USD 2,810.91)** in **Citibank Acc 300090613 & Co-Operative Bank Acc 02101547274001** respectively were erroneous bank charges that were reversed by the banks in **July 2025**.



APPENDICES

23. Appendice I

Implementation Status of Auditor General prior year recommendations

Ref No. Report	Issue / Observation from Auditor	Management Response	Status Resolved / Not Resolved	Timeline
1.0 FY 23/24	Failure to collect Aeronautical Revenue at Airstrips	<ul style="list-style-type: none"> Effective 15th July 2025 a centralized billing and reconciliation dashboard was deployed across all regional airstrips. Monthly reports will be generated and audited by the 5th of each subsequent month. Completion and automation across all airstrips will be finalized by 30th April 2026. 	Not Resolved	15 July 2025 – 30 April 2026
2.0 FY 23/24	Understatement of Non-Aeronautical Revenue at JKIA	<ul style="list-style-type: none"> Space verification concluded on 5th July 2025. New lease agreements incorporating built-up and land space rates as per Valuer General's 2024 rates are under legal review and shall be signed by October 2025. Billing to reflect revised rates will commence by 1st December 2025. 	Not Resolved	5 July 2025 – 1 December 2025.
3.1 FY 23/24	Unsupported Land Acquisition (Malindi, Kisumu, Embakasi) & AUC	<ul style="list-style-type: none"> The National Land Commission confirmed issuance of the valuation schedule on 20th July 2025. Final beneficiary list and land transfer documents for Malindi are expected from NLC by 30 November 2025. Capitalization into AUC and asset register will be concluded by 31 January 2026. 	Not Resolved	20 July 2025 – 31 January 2026
3.2 FY 23/24	Parcels of Land in Dispute	<ul style="list-style-type: none"> Court cases, evictions and consultations are ongoing. 	Not Resolved	30th June 2026
4.0 FY 23/24	Misclassification of Court Award Balance	<ul style="list-style-type: none"> Negotiations were completed on 10th June 2025 Guidance from the Attorney General was received on 26th June 2025. A payment plan has been agreed on 	Not Resolved	31st December 2025.
5.0 FY 23/24	Long Outstanding Receivables (Kshs 16.19B)	<ul style="list-style-type: none"> Recovery efforts are in place. Debt collectors have been on boarded to support the credit team. We target to recover 10% of outstanding receivables by 31st December 2025 and 20% by 30th June 2026. 	Not Resolved	30th June 2026.
6.0 FY 23/24	Long Outstanding Bank Reconciliation Items	<ul style="list-style-type: none"> Majority reconciled; Kshs 9M pending. A detailed reconciliation plan has been developed, with a timeline to resolve all discrepancies by 31st December 2025. 	Not Resolved	31st December 2025.
7.0 FY 23/24	Unsupported Long-Term Loans (USD 5M)	<ul style="list-style-type: none"> Confirmation from Treasury regarding whether the loan is classified as a loan or grant is awaited. 	Not Resolved	30th September 2025.
8.0 FY 23/24	Unreconciled Balances with KCAA	<ul style="list-style-type: none"> Difference due to timing of accrual / payment. A reconciliation was done with KCAA team and concluded. 	Resolved	31st July 2025
8.1 FY 23/24	Budgetary Control and Performance	<ul style="list-style-type: none"> The alignment of actual expenditure to the budgeted position has been aligned. Allocation of budget to cost centres will improve budget consumption. 	Resolved	30th September 2025.
8.2 FY 23/24	Contingent Liabilities	<ul style="list-style-type: none"> Reduced but still high; mitigation measures are in place. A comprehensive risk assessment report will be submitted to the Board by 31st October 2025 with a targeted reduction plan to be implemented by 30th June 2026. 	Not Resolved	30th June 2026.
1.0 FY 22/23	Under-Collection of Revenue – Nyaribo Nanyuki	<ul style="list-style-type: none"> Invoicing and classification provided. Revenue collection processes have been updated, with a targeted increase in revenue collection efficiency by 31st December 2024. 	Resolved	Closed
2.0 FY 22/23	Understatement of Rental Income (Bluebird, JKIA Resort)	<ul style="list-style-type: none"> JKIA Resort agreement is ongoing; Bluebird billing is per valid contract. A new rental agreement for the JKIA Resort is being negotiated, with a targeted signing date of 31st Decembers 2025 	Resolved	31st Decembers 2025
3.1 FY 22/23	Cargo Concession Revenue – KRA Data Unverified	<ul style="list-style-type: none"> Rate review and stakeholder engagement are ongoing. A data validation committee has been formed, with a targeted completion date for rate revision by 31st Decembers 2025 	Not Resolved	31st Decembers 2025
3.2 FY 22/23	Facilitation Firms without Contracts	<ul style="list-style-type: none"> Contracts awarded to 4 firms. All facilitation firms now have formal contracts in place, effective 1st August 2025. 	Resolved	Closed
3.3 FY 22/23	Manual Car Park Revenue Collection	<ul style="list-style-type: none"> Automation at various stages i.e. MIA and KIA tendered and being addressed. A phased implementation plan for car park revenue automation has been developed, with full automation targeted by 30th June 2026. 	Resolved	30th June 2026.
3.4 FY 22/23	Weak KAPS Car Park Revenue System	<ul style="list-style-type: none"> SLA revision ongoing. A service-level agreement revision process has been initiated, with updated SLAs expected to be finalized by 31st December 2025. 	Not Resolved	30th June 2026.

23. Appendice I *continued*

	Unsupported Legal Fees	<ul style="list-style-type: none"> » Procurement process revised. » A new procurement framework for legal services has been implemented, effective 1st August 2025. 	Resolved	Closed
5.0 FY 22/23	Greenfield Project Write-Off	<ul style="list-style-type: none"> » AG opinion received; » The write-off finalized 	Resolved	Closed
6.1 FY 22/23	Kenya Airways Debt	<ul style="list-style-type: none"> » Payment plan provided; non-adherence by KQ – KAA noted. » Kenya Airways has provided a payment plan, but adherence remains inconsistent. » KAA threatened to cancel security passes for KQ staff by 16th August but withdrew after KQ agreed to pay and discuss a revised payment plan. » A revised payment plan targeting payment of old debt to be implemented by 30th September 2025 	Not Resolved	30 September 2025.
6.2 FY 22/23	Receivables from KRA – APSC	<ul style="list-style-type: none"> » Under reconciliation; » Cyberattack affected data. » A reconciliation task force has been formed, with a targeted completion date of 31st October 2025. 	Not Resolved	31st October 2025.
3.4 FY 22/23	KAPS Car Parking Unremitted Revenue	<ul style="list-style-type: none"> » Partial payment; some amount disputed. » A dispute resolution committee has been formed, with a targeted resolution date of 31st October 2025. 	Not Resolved	31st October 2025.
6.5 FY 22/23	Staff Receivables	<ul style="list-style-type: none"> » Operational recoveries in place. » A staff receivables recovery plan has been implemented, 	Not Resolved	30th June 2026
6.6 FY 22/23	Term Deposit with No Board Approval	<ul style="list-style-type: none"> » Provision made per policy. » The term deposit provision complies with internal policies and guidelines. 	Resolved	Closed
6.7 FY 22/23	One-Time Customer Account Balances	<ul style="list-style-type: none"> » Reconciliation ongoing; strict enforcement. » A one-time customer account balance reconciliation task force per station has been formed, with a targeted completion date of 31st October 2025. 	Not Resolved	31st October 2025
6.8 FY 22/23	Inventory Write-off	<ul style="list-style-type: none"> » Stock destroyed by fire written off. » Inventory write-offs have been recorded in accordance with IFRS standards, effective 1st July 2025. 	Resolved	Closed
8.1 FY 22/23	Unsupported Land Acquisition – Malindi	<ul style="list-style-type: none"> » Awaiting NLC verification of landowners and various meeting have taken place with KAA. » A formal request for landowner verification was submitted to NLC on 20th July 2025 with a response expected by 30th November 2025. 	Not Resolved	30th June 2026
8.2 FY 22/23	Land Without Ownership Documents – Embakasi, Kisumu	<ul style="list-style-type: none"> » Lease approvals halted by Executive Office directive. » A formal appeal to the Executive Office has been submitted, with a targeted response date of 30th September 2025. 	Not Resolved	30th June 2026
8.3 FY 22/23	Omitted Biological Assets and Lands – Isiolo, Garissa	<ul style="list-style-type: none"> » Included in FY 2023/24 FS. » Biological assets and lands have been accounted for in the financial statements for FY 2023/24, effective 1st July 2024. 	Resolved	Closed
8.4 FY 22/23	Misstatement of Capital WIP	<ul style="list-style-type: none"> » Recognition justified; acquisition ongoing. » A capital work-in-progress recognition framework has been updated, with acquisitions tracked through a dedicated system effective 1st July 2025. 	Resolved	Closed
9.1 FY 22/23	Embakasi Land – Illegal Allotment	<ul style="list-style-type: none"> » Matter in Court of Appeal; » Eviction planned. Eviction proceedings are planned for Q4 FY 2025/26 	Not Resolved	30th June 2026
9.2 FY 22/23	JKIA Land Allotment	<ul style="list-style-type: none"> » Court ruled in favour of KAA. » The court ruling has been incorporated into the land registry, effective 1st July 2025. » 	Resolved	Closed
9.3 FY 22/23	Wilson Airport Land Size Undetermined	<ul style="list-style-type: none"> » Awaiting NLC follow-up. » A formal request for NLC intervention was submitted on 20th July 2025 with a targeted response date of 30th November 2025. 	Not Resolved	Ongoing
9.4 FY 22/23	Malindi Land – Church & Petroleum Firm	<ul style="list-style-type: none"> » NLC to determine and review the grant for the Church. » The Petroleum firm has requested for relocation, this is under review. 	Not Resolved	30th June 2026
9.5 FY 22/23	Non-Disclosure of 85 Parcels	<ul style="list-style-type: none"> » A comprehensive status report on the 85 parcels has been prepared and submitted to the relevant authorities, dated 15th July 2025. 	Resolved	Closed

23. Appendice I *continued*

9.6 FY 22/23	KPC Land Lease	<ul style="list-style-type: none"> » NOA issued and commercial terms progressing. » A notice of allotment (NOA) has been issued, with commercial terms under negotiation, targeting completion by 31st October 2025. 	Resolved	Closed
10.1 FY 22/23	IFRS Compliance IAS 16	<ul style="list-style-type: none"> » Efforts documented. » IFRS compliance efforts have been documented and submitted to the Board, effective 1st July 2025. 	Resolved	Closed
16.1 FY 23/24	Acting Allowance over 6 Months	<ul style="list-style-type: none"> » A number of Acting positions have been competitively filled, » Rotational acting upon end of 6 months adopted by the board » Performance appraisal being used to check suitability of extension awaiting competitive filling. 	Resolved	Closed
Others 2.0 FY 23/24	Leave Carryover >15 Days	<ul style="list-style-type: none"> » Heads advised to ensure compliance. » Functional heads have been advised to release staff for leave within the leave year, with a monitoring framework in place effective 1st July 2025. 	Resolved	Closed
Others 4.0 FY 23/24	Minimum Recruitment Criteria	<ul style="list-style-type: none"> » Waivers justified by Board in addressing marginalization and inclusivity » Recruitment waivers have been justified and approved by the Board, effective 1st July 2025. 	Resolved	Closed
Others 5.0 FY 23/24	Board Members Documentation Missing	<ul style="list-style-type: none"> » Files updated. 	Resolved	Closed
Others 6.1 FY 23/24	Lokichoggio Runway Rehab Abandoned	<ul style="list-style-type: none"> » Project affected by illegality by the contractor during onboarding and DCI has investigated the matter » Termination done, AG advisory sought on subsequent claim 	Not Resolved	Ongoing
Others 6.2 FY 23/24	Kapenguria Airstrip Rehab Delayed	<ul style="list-style-type: none"> » This was terminated. 	Not Resolved	31st October 2025.
Others 6.3 FY 23/24	Tseikuru Airstrip Contract Not Executed	<ul style="list-style-type: none"> » Notification to enter into contract recalled. Contractor's claim was negotiated and 2.1m paid 	Addressed	30th November 2025.
Others FY 22/23 Pg 15	Delayed Construction of Terminal 1A Concrete Apron at JKIA	<ul style="list-style-type: none"> » This was terminated, awaiting final account 	Not Resolved	1 Aug 2025 – 30 Apr 2026
Others 2.0 FY 23/24 Pg 15	Unsatisfactory Workmanship on Waterproofing & HVAC at Terminal 1B & C, JKIA	<ul style="list-style-type: none"> » The permanent repair design has been integrated into the Terminal 1B C & D Infill Project. » The project has been completed and matters addressed 	Resolved	1 Jan 2026 – 30 Jun 2026
10.0 FY 22/23 Pg 19	Poor Workmanship – Pavements at Kakamega Airstrip	<ul style="list-style-type: none"> » Site hand over done , contractor mobilising. To adopt the new designm 	Resolved	31 Aug 2025 – 28 Feb 2026
5.0 FY 22/23 Pg 17	Delayed Construction of Cargo Processing Facility at Isiolo Airport	<ul style="list-style-type: none"> » Contract terminated on 10 June 2024. » Final discharge completed. » Re-tendering launched on 1 July 2025 award by 15 October 2025 and completion by "31 March 2026. 	Not Resolved	1 Jul 2025 – 31 Mar 2026
5.1 FY 22/23 Pg 17	Vulnerability of the Power House at Eldoret International Airport	<ul style="list-style-type: none"> » Security audit conducted on 10 June 2025. » Reinforced fencing and CCTV installation: 30 September 2025. 24/7 monitoring station: 31 October 2025. 	Not Resolved	10 Jun 2025 – 31 Oct 2025
6.0 FY 22/23 Pg 17	Unsupported Land Acquisition – Expansion of Malindi Airport	<ul style="list-style-type: none"> » Formal request submitted to NLC on 20 July 2025 for valuation and beneficiary confirmation. » Final land transfer documents to be followed up. 	Not Resolved	20 Jul 2025 – 31 Jan 2026

23. Appendice I *continued*

10.1 FY 22/23	Non-Compliance with IAS 16 & IAS 8 on PPE and Accounting Policies	<ul style="list-style-type: none"> » Comprehensive IFRS review completed. » Updated policies approved by Board on 1 July 2025 and integrated into financial systems. Internal Audit verification by 31 December 2025. 	Resolved	Closed
Conclu on 5.0 FY 23/24 Pg 8	Failure to Update Mandatory Documents of Board Members	<ul style="list-style-type: none"> » All files updated as of 1 July 2025. » Central digital registry established. Annual verification to be conducted before each financial year. 	Resolved	Closed
5.0 FY 22/23	Write-Off of Advance Payments on Greenfield Terminal Project	<ul style="list-style-type: none"> » Follow-up with Solicitor General and AG's Office initiated on 1 July 2025 for » Consent Arbitral Award under ICC Article 33. Target resolution: 30 September 2025. 	Not Resolved	1 Jul – 30 Sep 2025
8.2 FY 22/23	Land Without Ownership Documents (Embakasi Village – Police Station)	<ul style="list-style-type: none"> » Formal appeal to Executive Office submitted on 15 July 2025 to lift lease processing freeze. 	Not Resolved	15 Jul – 30 Nov 2025



24. Appendice II

REF	NAME OF PROJECT	COMMENCEMENT DATE	PROJECT COST (KSHS.)	TOTAL EXPENDITURE TO DATE (KSHS.)	BUDGET	SOURCE OF FUNDS	PROGRESS TO DATE
1)	Rehabilitation of Airside Pavement & Airfield Ground Lighting (AGL) system at Moi International Airport	14 th July 2025	1,295,265,449.94	129,526,544.99 (10% Advance Payment)	Revision 2 Budget Provision FY 2024-2025: Kshs. 650M	AfDB & KAA	Physical Progress 0% Mobilization 50%
2)	Consultancy Services for Ground and Slopes Stabilization at Moi International Airport	1 st March 2018	69,800,100.00	TBA	Budget Provision FY 2024-2025: Rev. 1 Kshs. 70.0M Rev. 2 Kshs. 10.0M	GOK	Percentage completion is 60%
3)	Proposed Paving Airside Ground Service Equipment Yard at Moi International Airport	26 th Nov. 2025	<u>Contract Price:</u> Kshs. 138,953,815.23	Kshs. 24,587,708.00	Revision 2 Budget Provision FY 2024-2025: Kshs. 69.5M	CAA	Percentage completion is 40%
4)	Proposed Landside Drainage improvement works & Assoc. Works at JKIA	<u>TBA</u>	69,366,840.00	TBA	Revision 2 Budget Provision FY 2024-2025: Kshs. 69.5M	CAA	Percentage completion is 30%
5)	Proposed Construction of New Ground Flight Safety (GFS) Tower At Jomo Kenyatta International Airport	<u>TBA</u>	TBA	NIL	Revision 2 Budget Provision FY 2024-2025: Kshs. 50.0M	CAA	Percentage completion is 0%
6)	Proposed Fabrication And Installation Works To Prevent Rain Water Ingress In Terminals 1A, B, C, E & The State Pavilion At JKIA	19 th March, 2024	<u>Contract Price:</u> 316,954,865.24 <u>Additional Works</u> 75,482,000.00 <u>Revised Contract Price:</u> 392,436,685.24	Payment Paid: Kshs. 298,980,065.33	Rationalized Budget Provision FY 2023-2024: Kshs. 147M Budget Provision FY 2024-2025: Kshs. 242M	CAA	Works 100% complete; Practical Completion Certificate issued on 23 rd October, 2024.
7)	Proposed Pavement Repairs On Third Freight Lane (Crowne Plaza Road) At Jomo Kenyatta International Airport	<u>TBA</u>	<u>Contract Price:</u> 69,459,756.00	NIL	Budget Provision FY 2024-2025: Rev. 1 Kshs. 50M Rev. 2 Kshs. 40M	CAA	Percentage completion is 0%
8)	Design, Supply and Installation of Passenger Boarding Bridges (PBB), Fixed Link Bridges and Visual Guidance Docking System (VGDS)	Order to commence 30 th April 2025	<u>Contract Price:</u> USD 2,646,162.00	NIL	Budget Provision FY 2024-2025: Rev. 1 Kshs. 137.6M Rev. 2 Kshs. 68.0M	CAA	Percentage completion is 0%
9)	Proposed Rehabilitation of KAA headquarters Roof	19 th August 2025	Kshs. 20,683,960.00	NIL	Budget Provision FY 2024-2025: Rev. 1 Kshs. 24.0M Rev. 2 Kshs. 24.0M	CAA	The contractor is currently mobilizing to commence works
10)	Proposed Reinstatement of Fence at Flight Path 06 along Mombasa Road at JKIA	Notification of Intention to enter into a contract issued on 09/06/2025 ₂	Kshs. 21,849,876.00	Nil	TBA	CAA	Percentage completion is 0%
11)	Provision of Consultancy Services for Preparation of Integrated Master Plans for JKIA & Wilson Airport	31 st January 2025	Ksh 213,116,062.43	Kshs. 20, 311,606.24	Budget Provision FY 2024-2025: Rev. 1 Kshs. Rev. 2 Kshs.	CAA	Percentage Completion 30%

24. Appendice II *continued*

12)	Procurement of Rehabilitation of Pavement for Runway 14/32 at Wilson Airport and Associated Works	Proposed Site Handover to be advised by ACDM meeting and promulgation of the NOTAM on 4 th September 2025	Kshs. 1,444,672,394.05	Nil	Budget Provision FY 2024-2025: Rev. 1 Kshs. 150M Rev. 2 Kshs. 150M	GOK	Percentage Completion 0% The contractor is currently mobilizing
13)	Proposed Runway Resurfacing Works at Malindi International Airport	1 st September 2025	Kshs. 242,808,969.90	Nil	Budget Provision FY 2024-2025: Rev. 1 Kshs. 0 Rev. 2 Kshs.50M	GOK	Percentage Completion 4% The contractor is currently mobilizing
14)	Proposed Runway Widening and Pavement Repairs at Kisumu International Airport	TBA	Kshs. 68,791,726.50	Nil	Budget Provision FY 2024-2025: Rev. 1 Kshs. 78M Rev. 2 Kshs.67.855M	KA	Percentage Completion 0%
15)	DP for Proposed Rehabilitation Of Runway, Taxiways, And Apron For Garissa Airstrip - Phase 3	TBA	Kshs. 521,726,633.82	Nil	Budget Provision FY 2024-2025: Rev. 1 Kshs. 150M Rev. 2 Kshs.140M	GOK	Percentage Completion 0%
16)	Rehabilitation of Bute Airstrip at Wajir	15 th November 2022	<u>Contract Price:</u> Kshs. 42,800,081.35 <u>Contract Variation:</u> Kshs. 10,524,687.71 <u>Revised:</u> Kshs. 53,324,769.06	Kshs. 42,713,967.92	Budget provision 2024-2025 Kshs. 22.5M	GOK	92.7% as per the revised Contract sum and appraised works
17)	Proposed Runway Extension At Kabunde Airstrip Homabay	2 nd December 2025	Kshs. 63,535,885.40	Kshs. 38,134,670.44	Budget Provision FY 2024-2025: Rev. 1 Kshs. 63.366M Rev. 2 Kshs. 63.366M	GOK	Percentage Completion 90%
18)	Proposed Runway Rehabilitation Works at Kabunde	25 th July 2025	Kshs. 216,302,938.00	Kshs. 137,176,991.32	Budget Provision FY 2024-2025: Rev. 1 Kshs. 100M Rev. 2 Kshs. 80M	GOK	Percentage Completion 70%
19)	Proposed Construction Of Kabunde Passenger Terminal Building And Associated Works At Kabunde Airstrip	TBA	Kshs. TBA	NIL	Budget Provision FY 2024-2025: Rev. 1 Kshs. 0M Rev. 2 Kshs. 257M	GOK	Percentage Completion 0% Project under tendering process
20)	Proposed Construction of Kerenga Airstrip	TBA	Kshs. TBA	NIL	Budget Provision FY 2024-2025: Rev. 1 Kshs. 50M Rev. 2 Kshs. 50M	GOK	Percentage Completion 0% Project under tendering process
21)	Proposed Construction of The Lichota Passenger Terminal-Building and Associated Infrastructure	TBA	Kshs. 280,082,302.28	NIL	Budget Provision FY 2024-2025: Rev. 1 Kshs. 50M Rev. 2 Kshs. 50M	GOK	Percentage Completion 0% Project under tendering process
22)	Proposed Runway Construction Works At Narok Airstrip	23 rd June, 2025	Kshs. 676,996,055.82	NIL	Budget Provision FY 2024-2025: Rev. 1 Kshs. 50M Rev. 2 Kshs. 50M	GOK	Percentage Completion 3% Contractor currently mobilizing and construction of site offices
23)	Proposed 200m Runway and Apron Extension at Ukunda Airstrip	9 th September, 2022	Kshs. 173,702,292.96	Amount and percent Certified to date: Kshs 124,721,387.90	Budget provision Kshs. 185M	Tourism Promotion Fund	Percentage Completion is 89%

24. Appendice II *continued*

24)	Proposed Construction of New Passenger Terminal Building At Ukunda (Diani) Airstrip	TBA	Kshs. TBA	NIL	Budget Provision FY 2024-2025: Rev. 1 Kshs. 50M Rev. 2 Kshs. 10M	GOK	Percentage Completion 0% Project under tendering process
25)	Direct Procurement for Proposed Rehabilitation of Diani Airport Passenger Terminal Building and Other Facilities – Ukunda, Kwale County	TBA	Kshs. 38,302,323.67	NIL	Budget Provision FY 2024-2025: Rev. 1 Kshs. 56M Rev. 2 Kshs. 56M	CAA	Overall progress of works is 100%
26)	Procurement of Works Contract for construction of Kilgoris Airstrip	TBA	Kshs. 213,517,957.80	NIL	Budget Provision FY 2024-2025: Rev. 1 Kshs. 50M Rev. 2 Kshs. 35M	GOK	Percentage Completion 0%
27)	Proposed Construction of Bomet Airstrip	Notification of Intention to enter into a contract issued on 19 th June, 2025	Kshs. 214,341,361.30	NIL	Budget Provision FY 2024-2025: Rev. 1 Kshs. 50M Rev. 2 Kshs. 50M	GOK	Percentage Completion 0%
28)	Proposed Emergency Rehabilitation of Kakamega Airstrip- Phase 2	Notification of Intention to enter into a contract issued on 24/04/2025.	Kshs. 401,691,046.60	NIL	Budget Provision FY 2024-2025: Rev. 1 Kshs. 138M Rev. 2 Kshs. 128M	GOK	Percentage Completion 0%
29)	The Proposed Gate, Gatehouse, Washrooms And Fencing At Banissa Airstrip	16th July, 2024	Kshs. 55,182,421.77	Kshs. 14,530,757.40	Budget Provision FY 2024-2025: Rev. 1 Kshs. 55.183M Rev. 2 Kshs. 55.183M	GOK	Percentage Completion 92%
30)	Proposed Construction of runway, taxiway and Apron at Takaba Airstrip- Manderu County	16 th August 2024	Kshs. 140,359,153.20	Kshs. 124,926,340.34	Budget Provision FY 2024-2025: Rev. 1 Kshs. 70.18M Rev. 2 Kshs. 140.18M	GOK	Percentage Completion 97%
31)	Direct Procurement for proposed fencing works for Matulo (Webuye) Airstrip	2 nd April 2025	Kshs. 36,438,007.31	Kshs. 23,978,831.62	Budget Provision FY 2024-2025: Rev. 1 Kshs. 37.5M	GOK	Percentage Completion 70%
32)	Proposed Construction of Main Gate, Canopy, Toll Station and Public Ablution Block At Nanyuki Airstrip	TBA	Kshs. TBA	NIL	Budget Provision FY 2024-2025: Rev. 1 Kshs. 60M Rev. 2 Kshs. 60M	CAA	Percentage Completion 0% Project under tendering process
33)	Proposed Rehabilitation of Nanyuki Civil Airstrip.	3 rd July, 2020	Contract Price: Kshs. 329,853,680.94 Contract Variation: Kshs. 42,232,904.42 (VOP) Revised Contract Price: Kshs. 372,086,585.36	Kshs. 315,196,304.77	Budget Provision FY 2024-2025: Rev. 1 Kshs. 81M Rev. 2 Kshs. 81M	GOK	Percentage Completion 92%
34)	Supply And Installation Of Solar Powered Sea Water Desalination Plant at Manda Airstrip	19/12/2024	Kshs. 38,924,775.00	NIL	Budget Provision FY 2024-2025: Rev. 1 Kshs. 39M Rev. 2 Kshs. 39M	CAA	Percentage Completion 40%
35)	Resurfacing Of Runway, Taxiways And Apron Pavements At Lodwar Airstrip	18 th July 2025	Kshs. 29,998,734.43	NIL	Budget Provision FY 2024-2025: Rev. 1 Kshs. 30M Rev. 2 Kshs. 30M	CAA	Percentage Completion 0%

24. Appendice II *continued*

36)	Construction of Aircraft Pavements at Lanet Airstrip Phase 1.	23 rd February, 2021	Contract Price: Kshs. 406,761,591.97 Revised Contract Sum: Kshs. 455,020,173.08	Amount and percent Certified to date: Kshs. 441,885,722.48	Budget provision Kshs. 400M	GOK	Percentage Completion: 90%
37)	Reconstruction of Taxiway and Apron at Manda Airport.	5 th April 2021	Original: Kshs. 121,726,189 Revised: Kshs. 129,726,189.00	Amount and percent Certified to date Kshs. 107,141,742.71	Budget provision 2022-2023 Kshs. 100M Budget Provision FY 2024-2025: Rev. 2 Kshs. 30M	GOK	Percentage Completion: 100%
38)	Proposed Fencing, Gatehouse And Washrooms At Marsabit Airstrip	26 th July 2022	Contract Price: Kshs. 61,257,506.20	Amount and percent Certified to date Kshs. 59,773,535.60	Budget provision 2022-2023 Kshs. 70M Budget Provision FY 2024-2025: Rev. 2 Kshs. 7.5M	GOK	Percentage Completion: 100%
39)	Proposed Alterations to Stern Rainwater Ingress into Passenger Terminal Building at KIA.	07 th November 2019	Kshs. 15,699,840.20	Amount & percent Certified to Date: Kshs. 9,474,712.36	Budget Provision FY 2019-2020: Kshs. 15M Budget Provision FY 2024-2025: Rev. 2 Kshs. 4.5M	KA	Percentage Completion: 85%
40)	Proposed Rehabilitation and Expansion of Angama (Olkurruk) Airstrip (Phase 1).	17 th December 2021	Contract Price: Kshs. 243,933,563.51	Amount Paid: Kshs. 41,704,491.86	Budget Provision FY 2024-2025: Rev. 1 NIL Rev. 2 NIL	GOK	Percentage Completion 32.7%
41)	Proposed Construction of Passenger Terminal Building at Lanet Airstrip Phase I(b).	01 st April, 2022	Kshs. 99,551,486	Amount and percent Certified to date Kshs. 17,737,952.00	Budget provision 2021-2022 Kshs. 100M Budget Provision FY 2024-2025: Rev. 1 NIL Rev. 2 NIL	GOK	Percentage Completion 34%
42)	Proposed VIP Lounge at Nyaribo Airstrip at Nyeri.	8 th October 2020	Kshs. 39,920,629.12	Amount and percent Certified to date Kshs. 24,460,792.48	Budget provision Kshs. 40M Budget Provision FY 2024-2025: Rev. 1 14.8M Rev. 2 14.8M	GOK	Percentage Completion 89%
43)	Runway rehabilitation Phase II at Lokichoggio Airport:	25 th November, 2020	Kshs. 281.041M	Amount and percent Certified to date Kshs. 79,394,198.23	Budget provision 2021-2022 Kshs. 280M Budget Provision FY 2024-2025: Rev. 1 NIL Rev. 2 NIL	GOK	Percentage Completion 34.5%

25. Appendice III

Reporting of Climate Relevant Expenditures

Kenya Airports Authority

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CPA Dr. Mohamud M. Gedi

Ms. Naomi Gitau: Email Address - naomi.gitau@kaa.go.ke

PROJECT NAME	PROJECT DESCRIPTION	PROJECT OBJECTIVES	PROJECT ACTIVITIES	SOURCE OF FUNDS				IMPLEMENTING PARTNERS	
				Q1	Q2	Q3	Q4		
AIRPORT CARBON ACCREDITATION LEVEL 3 FOR JKIA, MIA, KIA & EIA	Airport Carbon Accreditation Level 3, is attained when an airport has successfully expanded its carbon footprint measurement to include third-party emissions and actively engages with stakeholders to manage and reduce these emissions. This level builds upon previous levels by focusing on collaboration and optimization of carbon management practices across the airport ecosystem.	<ul style="list-style-type: none"> i) To demonstrate reduction in carbon emissions from the baseline year (2018). ii) Develop a stakeholders Engagement Plan 	<ul style="list-style-type: none"> i) Mapping Carbon footprint ii) Demonstrating a reduction in carbon emission iii) Training staff and Stakeholders in carbon reduction in operation iv) Developing a Stakeholders Engagement Plan 					GOK	CONSULTANT: M/S ENVISA AVIATION and ENVIRONMENTAL SOLUTIONS (FRANCE)
MODERNIZATION OF TERMINAL BUILDING T IB –C –D AT JKIA	Refurbishment of Terminal 1B-C & D at JKIA has ensured maximum use of natural lights, improved energy efficiency	To modernize Terminal 1B-C-D by inculcating green building technology	<ul style="list-style-type: none"> v) Design and Construct a building that has maximum use of natural light to improve energy efficiency vi) Installation of Solar panel with a capacity of the solar works is 180Kwp. This will be able to generate at least 150KW of power at peak sunshine. 					GOK	CAA CONTRACTORS
RAIN WATER HARVESTING AT MIA	The water harvesting project at MIA aims at supplementing the existing water supply	Promote sustainable water use. This is an adaptation initiative to address extreme water scarcity during dry seasons and flooding as a result of climate change.	<ul style="list-style-type: none"> • To Construct 4 Tanks having a total of 8.6Million litres of water Harvested from Terminal building roofs 					GOK	CAA CONTRACTORS

25. Appendice III *continued*

<p>INTEGRATED EHS MANAGEMENT SYSTEM ISO: 14001:2015: ENVIRONMENT MANAGEMENT SYSTEM (EMS) & ISO: 4500:2018 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM (OHSMS) AT JKIA, HQ AND MIA AND AIRPORT CARBON ACCREDITATION LEVEL 2 AT JKIA, MIA, KIA & EIA.</p>	<p>The 2 ISO Standards set out a framework in which Environmental Health and Safety (EHS) aspects can be mainstreamed in the day to day business operations for an effective environmental management system and occupational health and safety management system.</p>	<p>To mainstream Environment Health and safety Aspects in Airport operations across all departments.</p>	<ul style="list-style-type: none"> vii) IMS Inception Reports for JKIA and MIA submitted. viii) Gap Analysis meeting and site visits at HQ, JKIA and MIA conducted. ix) Gap analysis Report x) Training of Champions xi) General awareness for KAA staff xii) Documentation workshop for the champions xiii) Top management workshop xiv) Departmental visits for documentation xv) Training internal Auditors xvi) Precertification audit xvii) ISO Certification 	<p>Financed under the AFDB Bank under Environmental Management at Moi International Airport Project.</p>	<p>CONSULTANT: M/s MILLENIUM MANAGEMENT CONSULTANTS</p>
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26. Appendice IV:

Reporting Disaster Management Expenditure

Column I	Column II	Column III	Column IV	Column V	Column VI	Column VII
Programme	Sub-programme	Disaster Type	Category of disaster related Activity that require expenditure reporting (response/recovery/mitigation/preparedness)	Expenditure item	Amount (Kshs.)	Comments

